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Dorset County Council



Meeting: Safeguarding Overview and Scrutiny Committee

Time: 10.00 am

Date: 12 October 2017

Venue: Committee Room 1, County Hall, Dorchester, Dorset, DT1 1XJ

Pauline Batstone (Chairman) Katharine Garcia (Vice- Derek Beer

Chairman)

Toni Coombs Kevin Brookes Beryl Ezzard Lesley Dedman Kate Wheller Steven Lugg

Bill Pipe

Notes:

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Public Participation

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Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 9 October 2017, and statements by midday the day before the meeting.

Debbie WardContact: Fiona King, Senior Democratic Services

Chief Executive Officer

County Hall, Dorchester, DT1 1XJ

Date of Publication: 01305 224186 - f.d.king@dorsetcc.gov.uk

Wednesday, 4 October 2017

1. Apologies for Absence

To receive any apologies for absence.

2. Code of Conduct

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

 Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.

- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

3. Minutes 5 - 10

To confirm and sign the minutes of the meeting held on 6 July 2017.

4. Public Participation

- (a) Public Participation
- (b) Petitions

5. Update on the Inquiry Day in respect of Domestic Abuse

To receive an oral update from the Strategic Lead for Safeguarding, Adults in readiness for the Inquiry Day on Tuesday 17 October 2017.

6. Update from the Task and Finish Group on Road Traffic Collisions

To receive an oral update from Cllr Kate Wheller and Cllr Steven Lugg.

7. Emergency Planning Update

To receive an oral update from Cllr Kevin Brookes and the County Emergency Planning Officer.

8. Special Educational Needs and Disability - Written Statement of Action 11 - 66

Following Cabinet's consideration of a report, which included a copy of the written statement of action, at their meeting on 6 September 2017, the Education Transformation Lead to provide an update for members.

9. Ofsted updates - Children's Homes and Dorchester Learning Centre

To consider the action plan in respect of the latest Ofsted findings with regards to Dorset County Council's Children's Homes and to also receive an update on the action plan in respect of the Dorchester Learning Centre.

10. Outcomes Focussed Monitoring Report, October 2017

67 - 90

To consider a report from the Corporate Director for Children's and Adult and Community Services.

11. Work Programme

91 - 96

To consider the Work Programme for the Safeguarding Overview and Scrutiny Committee, including the prioritisation of specific issues that have been previously discussed by members of this Committee:-

- Child Sexual Exploitation
- SEN Improvement Plan
- Child Protection

- Adult Neglect
- Deprivation of liberty
- Making safeguarding personal
- Rogue trading

12. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Monday 9 October 2017.



Dorset County Council

Safeguarding Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Dorchester, Dorset, DT1 1XJ on Thursday, 6 July 2017

Present:

Pauline Batstone (Chairman)
Katharine Garcia, Kevin Brookes, Kate Wheller, Steven Lugg and Bill Pipe

Members Attending

Steve Butler, Cabinet Member for Safeguarding.

Officer Attending: Sara Tough (Corporate Director for Children's, Adults and Community Services), John Alexander (Senior Assurance Manager - Performance), Sarah Baker (Group Finance Manager), Paul Beecroft (Communications Officer (Internal)), Vanessa Glenn (Assistant Director for Care and Protection), Mike Harries (Corporate Director for Environment and Economy), Jon Lake (Technical Officer (Traffic Engineering)), Patrick Myers (Assistant Director - Design and Development), Simon Parker (County Emergency Planning Officer), David Roe (Buildings & Construction Service Manager), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

For certain items, as appropriate

Daniel Cadisch, Chief Officer, Citizen's Advice Bureau.

(Note:

These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Safeguarding Overview and Scrutiny Committee to be held on: **Thursday, 12 October 2017**

Apologies for Absence

Apologies for absence were received from Cllrs Toni Coombs, Lesley Dedman and Beryl Ezzard.

Code of Conduct

There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Minutes

The minutes from the meeting held on 15 March 2017 were agreed and signed.

The Chairman welcomed Daniel Cadisch, Chief Officer at the Citizens Advice Bureau, to the meeting and reflected on Minute 9 from the meeting held on 19 January 2017. Following a question from the Chairman as to whether there had been any improvement in Personal Independence Payments (PIP), following correspondence from the Director on behalf of the Committee, Mr Cadisch advised that there were still huge delays in processing applications for PIP and many clients were still being disadvantaged. He reported that this had been the single greatest issue that the Citizens Advice Bureau had faced which affected the most vulnerable clients in our communities. The Chairman had understood that more training had been given to staff but it was noted that his had still not made a great deal of difference. Officers attending appeals with clients were still successful which showed that the decisions that were made in the first place were not correct. The Chairman thanked Mr Cadisch for attending and invited him to attend a future meeting to again update members on any progress with PIPs.

The Chairman proposed that a motion be presented to the County Council meeting on July 20 2017 as follows:

"That the County Council express its extreme concern to the Secretary of State for the Department of Work and Pensions in respect of the significant distress being caused to Dorset residents as a direct consequence of poor administration of the Personal Independence Payments process; as evidenced by the Dorset Citizens Advice Bureau. We call on the Secretary of State to urgently review the process to ensure improved outcomes for all residents.

Should this motion be supported that a copy be sent to all Dorset MP's."

Resolved

That the motion put forward by the Chairman of the Safeguarding Overview and Scrutiny Committee for the County Council meeting on 20 July 2017 be supported.

Public Participation

27 <u>Public Speaking</u>

There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Terms of Reference

The Committee noted their terms of reference.

Emergency Planning

The Committee considered a report from the County Emergency Planning Officer which gave members an overview as to how the County Council prepared and responded to incidents.

The County Emergency Planning Officer advised members that Emergency Planning was a very wide ranging subject. His report aimed to give members assurance that safeguarding was in place. He explained that with regard to a response of threats, part of the planning included the threat but it was not their role to provide a direct response to it but how it was responded to the threat. He advised that there was a Duty Officer on call for Emergency Planning at all times. He also referenced the gold and silver rota of Senior Officers within the County Council.

Members were provided with a statement following the recent Grenfell Tower tragedy, in order to give assurance as to how this organisation could respond with partners in such a situation.

One member made reference to the problems in relation to people identifying their responsibilities in Kensington, therefore how did the role of the Leader and Cabinet members fit into this. The County Emergency Planning Officer advised that the Local Resilience Forum had a planning and response phase included. There was a Strategic Co-ordination Group, which included Leaders and Chief Executives, within this Forum and their role was to take the significant lead in any event. Officers would welcome stronger engagement with elected members in this regard.

Following a question from the Chairman regarding Town and Parish Councils, the County Emergency Planning Officer advised that there was strong engagement with the Dorset Association of Town and Parish Councils (DAPTC) and officers had provided training for them.

In response to a question about if there was a need to house 500 people in an emergency situation, the County Emergency Planning Officer advised that the local Resilience Forum worked closely with all councils which incorporated close working with the District Councils as they had responsibility for housing.

The Director for Environment and the Economy highlighted to members that the responses provided by the County Council's staff to civil contingency events were entirely based on a best endeavours approach, no staff were contractually obliged to provide a 24 hour service and there was significant reliance on voluntary effort. He suggested it could be worthwhile for members to hold a dedicated emergency planning session as part of their member development to highlight how it all worked in Dorset. The County Emergency Planning Officer suggested it might be helpful to have smaller drop in sessions for members to visit the team's offices and see how they worked.

One member felt it would be opportune to consider some scrutiny on the role of the Leader and Cabinet members, including the role of the elected member. Cllr Brookes agreed to lead on this piece of work with Cllr Lugg and Simon Parker.

Resolved

- 1. To arrange an emergency planning development session for all elected members and to provide members with the opportunity of a drop-in session with the Emergency Planning Officers.
- 2. Cllr Brookes to lead a piece of scrutiny work with Cllr Lugg and Simon Parker.

Task and Finish Group in respect of Road Traffic Collisions

The Committee considered as report from the Service Director, Highways and Emergency Planning which set out the scope and responsibilities for a small Task and Finish Group in regard to the number of road traffic collisions.

Following a discussion, members agreed the contents of the scoping report and it was agreed that Cllr Wheller and Cllr Ezzard would work with the Collision Reduction and Traffic Engineering Team along with a representative from the Outcome Based Accountability (OBA) team with regards to the number of road traffic collisions.

Resolved

That the following members be elected to the Task and Finish Group: Cllr Wheller and Cllr Ezzard and provide an update for members at their next meeting on 12 October 2017.

Reason for Decision

An action was taken at the Safeguarding Overview and Scrutiny Committee meeting in March 2017 to establish a Task and Finish Group to scrutinise the existing work undertaken by the County Council and partner agencies to improve road safety.

Update on arrangements for the Inquiry Day relating to the key challenges in Domestic Abuse.

The Group Manager for Governance and Assurance advised members that Tuesday 17 October 2017 had been highlighted as the day on which to hold the Inquiry Day and invitations would be sent out shortly.

The Chairman advised members that this was an opportunity to look critically with

partners about services relating to domestic abuse.

The Director highlighted the number of agencies who would be invited to attend which included: Police, CCG, Volunteer agencies, Public Health, Police and Crime Commissioner, Housing, Education, Community Safety Partnership, Front line staff etc.

Noted

Approval of the Youth Justice Plan 2017-18

The Committee considered a report from the Corporate Director for Children's, Adults and Community Services which advised members that the Youth Offending Teams were required to publish an annual Youth Justice Plan which needed to be approved by the County Council, Borough of Poole and Bournemouth Borough Council, and highlighted areas for improvement.

The Chairman noted that the format of the Plan was now more readable and user friendly than previously. She highlighted the reference to partnership working which she felt was very useful.

Recommended

That the Cabinet recommend the County Council to approve the Youth Justice Plan 2017-18.

Reason for Recommendation

The draft Youth Justice Plan has been approved by the Youth Offending Service (YOS) Management Board. The plan reviewed achievements in the previous year, detailed the structure, governance and resources of the YOS, and set out the priorities for 2017-18.

Corporate Plan

The Committee considered a report from the Corporate Director for Children's, Adults and Community Services which included a draft refresh of the Corporate Plan 2017-18 and an Outcomes Focussed Monitoring Report for May 2017.

The Senior Assurance Manager advised members that this was now an evidence led process and that outcome indicators were now incorporated into the Plan. Future work included the development of outcome delivery strategies along with the development of some performance measures to show the County Council's impact on outcomes.

Following a question from the Cabinet Member for Safeguarding regarding the number of children persistently absent from school, the Deputy Director for Design and Development highlighted to members the change in parameters for measuring absenteeism and made reference to the explanatory text that sat underneath the indicators in the Plan.

Following a discussion regarding benchmarking, the Group Manager noted that if there was a better benchmark that could be used this needed to be brought forward by the relevant officers.

Members were given a demonstration on the performance web pages including the Dorset Outcomes Tracker, which contained up-to-date data and commentaries relating to the Corporate Plan indicators.

The Deputy Director for Care and Protection informed members there were at present 450 children in care which included 16 unaccompanied refugees, which showed they

were on track for reducing the looked after population. Following a question about where particular refugee children were placed, the Deputy Director advised that young people were placed where it was most appropriate for their needs.

The Director advised that the reason that the Children in Care budget was under pressure was as a result of the complexity and cost of some placements rather than the total number of looked after children.

Noted

Update from the Community Safety Partnership

34 Cllr Pipe as the Vice Chairman of the Dorset Community Safety Partnership, updated members on the impact of a change in respect of prisons and noted that the reporting of crimes was likely to change in the very near future. He added that Dorset was safer than it was last year.

Noted

Work Programme

- The Committee considered its Work Programme and gave consideration to the inclusion of a number of items which had been discussed earlier in the meeting.
 - EHCPs these had been raised with be Committee and reassurance had been received that work was ongoing. The Director undertook to update members at a future relevant point. There was a written statement of action being presented to Cabinet in September 2017, the headlines of which would be brought to members at their meeting on 12 October 2017.
 - Youth Services Provision Members felt it was important to know that the
 service to young people had improved as a result of all the changes. The
 Director advised that initially it would be important for the EAP on Children's
 Services to have the opportunity to look into this for them to be satisfied that
 the task had been achieved and to then report back as they had been
 instrumental in working with staff to work towards the new arrangements.

Resolved

That the Committee's Work Programme be updated accordingly.

Questions from County Councillors

No questions were asked by members under Standing Order 20(2).

Meeting Duration: 11.15 am - 12.50 pm



Cabinet

Dorset County Council



Date of Meeting	6 September 2017
Officer	Lead Member Cllr Deborah Croney, Cabinet Member for Economy, Education, Learning and Skills Director Sara Tough, Corporate Director for Children, Adults and Communities
Subject of Report	Special Educational Needs and Disability – Written Statement of Action
Executive Summary	Children's Services and their partners were subject to a joint inspection by Ofsted and the Care Quality Commission (CQC) of support for children and young people SEND in the Dorset local area between 23 and 27 January 2017. This looked at how well all partners in Dorset were putting the government's 2014 SEND reforms into practice. Inspectors spoke with children and young people, parents and carers, and staff from the council and NHS. They also visited schools and looked at a wide range of information, including what we said about ourselves. What did Ofsted say? On 16 March 2017, the lead inspector informed partners their findings. There were a large number of strengths recorded in the report but the inspectors highlighted four main areas where they felt Dorset needs to improve: 1. Strategic planning across education, health and social care including
	checks to make sure leaders are held to account. 2. Delays in turning statements of special educational needs into Education, Health and Care Plans (EHCPs) and completing new EHCPs. 3. Parents experiencing a lack of support, communication and involvement. 4. Monitoring and quality assurance to challenge and support services and improve outcomes for children and young people.
	As a result the partners were required to produce a joint Written Statement of Action (WSOA) setting out how we will tackle these areas. The attached document is the final written statement of action that has been accepted as fit for purpose by Ofsted and the CQC. This very clearly sets out our priorities and the actions that will be undertaken by partners to make the experience of children and young people with SEND and their families a good one in relation to the services we provide.

Budget	Capacity and volume have been cited in the WSOA as impacting on our ability to fulfil some of the timescales that are resulting in parental dissatisfaction. Some activity is already underway to address at least some of these issues for 2017-18, SEND reform grant is being used to fund the additional cost but a residual net cost of £45k is anticipated. There are financial implications of meeting the requirements of the WSOA beyond 2017-18 and these will be brought back to Cabinet in another paper in October once these have been fully assessed.
Impact Assessment: Please refer to the protocol for writing reports.	Equalities Impact Assessment: The work to which the WSOA refers is directed towards Children with SEN and or a disability. It is part of our overall work that supports the education, care and wellbeing which is detailed in other EQIA's
roports.	Use of Evidence: Ofsted and the CQC used a range of evidence to make their judgements and we have responded to those statements with a range of activities that are evidence based. We have a good knowledge of needs of Children and Young People with SEND and this has been applied in the context of the work set out in the WSOA
	Implications for Health and Wellbeing: Through the WSOA we will with partners improve children and young people's experience of services, including health.
	Risk Assessment:
	Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:
	Current Risk: Medium
	Residual Risk: Medium
	Mitigated through monitoring of the action plan by the SEND Improvement Delivery Group and regular feedback to Department for Education representative.
Recommendation	That Cabinet note the contents of the WSOA and request updates on progress towards the outcomes detailed in the statement.
Reason for Recommendation	It is important that Cabinet due to the financial and reputational impacts of this area of work remains informed on progress and achievement against the Written Statement of Action.
Appendices	A. Ofsted acceptance of final WSOA B. Written Statement of Action
Background Papers	None
Officer Contact	Name: Patrick Myers, Assistant Director, Design and Development Tel: 01305 224648 Email. P.myers@dorsetcc.gov.uk

APPENDIX A

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3 August 2017

Ms Sara Tough
Director of Children's Services
Dorset County Council
Colliton Park
Dorchester
DT1 1XJ

Dear Ms Tough

This letter is written in accordance with The Children Act 2004 (Joint Area Reviews) Regulations 2015¹ to inform the principal authority of Dorset that Ofsted and the Care Quality Commission have jointly evaluated the written statement of action submitted to Ofsted on 1 August 2017.

The statement of action is deemed to be fit for purpose in setting out how the local area will tackle the significant areas of weakness identified in the published report letter.

I note and appreciate your acknowledgement and swift response to strengthen your statement of action to tackle the four key weaknesses identified at the inspection in January 2017. Your revised action plan confirms your collaborative approach, working with the area's clinical commissioning group and a range of partners and stakeholders including schools, health services and social care. You have also included arrangements to include representation from parents, carers, children and young people in the delivery of your strategy.

Your written statement of action records the considerable progress you have made to tackle the identified weaknesses since the inspection. You have included appropriate success criteria and milestones for completion of actions with designated leaders set against each action. This will enable leaders across the local area to evaluate the impact your actions are having on improving services for children and young people who have special educational needs and/or disabilities. It is reassuring to note your drive and commitment to ensure that 100% of statements will be converted to education, health and care plans in time to meet statutory timescales.



¹ The Children Act 2004 (Joint Area Reviews) Regulations 2015 www.legislation.gov.uk/uksi/2015/1972/regulation/4/made.





The written statement of action must be published on local websites² so that parents, carers, children and young people can understand the actions you are taking to improve the effectiveness of the local area in identifying and meeting needs, and improving outcomes for children and young people who have special educational needs and/or disabilities.

Yours sincerely,

Bradley Simmons, HMI

Regional Director South West

² Regulation 4 (5); www.legislation.gov.uk/uksi/2015/1792/regulation/4/made





Dorset Local Area Written Statement of Action for Special Educational Needs and Disabilities (SEND) 23 June 2017

Purpose of this statement

Between 23 January and 27 January 2017, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the Dorset local area to judge its effectiveness in implementing the special educational needs and disability (SEND) reforms set out in the Children and Families Act 2014. As a result of the findings of the inspection, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action is required to address four areas of significant weakness in the local area's practice. Dorset Country Council (DCC) and the NHS Dorset Clinical Commissioning Group (CCG) are jointly responsible for submitting the written statement.

Single the inspection, the county council's Corporate Director of Children, Adults and Community Services and the CCG's Director of Service Delivery have been working with services and stakeholders to understand the actions we need to take to make improvements. These include: parent/carer representatives; employees of DCC and Dorset CCG; schools and colleges; Schools Forum; Public Health Dorset; Dorset HealthCare University Foundation Trust and other health care providers; and voluntary and community sector organisations.

This is our statement of action. It sets out:

- 1. Our vision for improvement and the values that will drive culture change;
- 2. The arrangements for working together to oversee this work;
- 3. A summary of the outcomes we are seeking to achieve to address the weaknesses identified and the improvements we will make;
- 4. The high priority actions we will take to address the weaknesses identified by inspectors.

In addition, we include:

- 5. A summary of the additional areas for development and the improvements we will make to address these;
- 6. The actions we will take to address the areas for development identified by the inspectors;
- 7. The framework we will use to measure our performance.

A glossary in Appendix 1 explains some of the terms we use throughout the document.

Special Educational Needs and Disability – Written Statement of Action

1. Our vision and values

Our vision is to have a well-planned system that works across education, health and social care to improve outcomes for children, young people with SEND and their families. This will make sure we:

provide help early

age

- complete assessments and plans on time, and;
- involve and listen to children with SEND and their families.

We will work together to give children and young people with SEND in Dorset the best chance to succeed in life. We want them to enjoy family life and to go to school as near to their home as possible.

To do this we will work to understand how:

- families can be best supported to care for children through early action;
- universal services can be more inclusive;
- we can use data to inform future provision of specialist bases and special schools;
- we can deliver a seamless pathway to adulthood and independence;
- services can be integrated where it can improve outcomes, and;
- Education Health and Care assessments are completed within statutory timescales.

Together we will support children and young people with SEND to maximise their potential at home, at school and at college and to prepare well for adulthood. Our young people will have opportunities to work, live independently, participate fully in their community and live full, healthy lives.

Our work will be shaped by a number of core values to make sure everything we do is in keeping with our vision, the SEND reforms and the Care Act. These values will be shared by all involved in our work and will drive our improvement programme. We will:

- make it easy for you to get the support you need and make sure you get it at the right time
- be person-centred and celebrate your individuality
- be outcomes-focussed and make sure we make a difference \(\Bar{\cup} \) work with you, rather than do things to or for you.

2. The way we will work together

We will make sure the right people are involved in this improvement plan and in development of our joint strategy. This will include councillors, senior leaders, partners, schools, colleges, staff, parents and carers, and young people. Improvement work will be delivered through a set of work-streams overseen by a joint SEND Improvement Delivery Group. This group will be jointly accountable to the Dorset Strategic Alliance, a sub-group of the <u>Dorset Health and Wellbeing Board</u>, which is leading integration and partnership work between the county council, public health and NHS bodies and the Dorset Schools Forum which has responsibility for the High Needs Block of the Dedicated Schools Grant. The work of the SEND Delivery Group will also be reported to the CCG's Audit and Quality Group and the County Council's Transformation Programme Board.

The structure in Appendix 2 shows how communication, delivery and accountability will work.

1. Key Outcomes to achieve the vision

We have identified a set of outcomes linked directly to the areas of weakness identified by inspectors. These are provided in the table below along with a summary of the key improvements that we will make to have the greatest impact.

Outcome 1: A single system working together across education, health and social care for joint outcomes					
What Ofsted and CQC said	Outcome we are seeking to achieve				
" weaknesses in strategic planning, integrated with health and social care, which include clear monitoring and evaluation arrangements to ensure that leaders are held to account for improving children and young people's outcomes"	Improvements in the quality, timeliness, accessibility and reliability of services mean that children and young people with SEND, and their families, can trust and have confidence that services are working together. This leads to improvement in their child's outcomes and enables effective preparation for adulthood.				
What was an alsium should					

What we are doing about it

We will have a joint strategy between education, health and care ensuring that:

- All relevant professionals will contribute to planning to meet the needs of children and young people with SEND including appropriate preparation for adulthood
- Pag There is more consistent early identification, assessment of need and offer of early help
 - Attainment of children and young people with SEND improves
 - Professionals working with children and young people with SEND and their families have the skills and knowledge they need to ensure that they work together effectively

Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

What Ofsted and CQC Said	Outcome we are seeking to achieve
" low conversion rates from statements of special educational needs to education, health and care plans and a lack of timely completions of new EHC plans with appropriate and personalised outcomes"	Children and young people, and their families, are easily able to access advice, information and support. Where specialist assessment is necessary, this takes place in a timely way and leads to effective and personalised plans. These plans are reviewed so that they remain relevant to the changing needs of children and their families, leading to improved life chances. All SEN Statements are converted to EHC Plans by the end of March 2018

Special Educational Needs and Disability – Written Statement of Action

What we are doing about it

We will work together to ensure that:

- Assessments, conversions and reviews are completed within the statutory timescale of 20 weeks
- There is timely transfer of statements to EHCPs by end of March 2018
- Plans are outcomes focused and personalised
- Professionals have the skills and knowledge they need to ensure they contribute effectively to SEND assessment, planning and review processes

Outcome 3: Talking to, listening to and involving children, young people and parents and carers

What Ofsted and CQC said	Outcome we are seeking to achieve
" a significant proportion of parents describe their concerns at the extent	Children and young people, and their families, are listened to, and their views and wishes
of the delays, the lack of support and lack of communication, transparency	are acted on and respected.
and involvement at strategic and individual level"	
What we are dainer about it	

What we are doing about it

will work together to make sure that:
• Children, young people, parents a

- Children, young people, parents and carers have greater involvement in service planning, development and evaluation
- Children, young people, parents and carers have access to better information about help, support and provision
- We improve the customer experience of all SEND processes
- Professionals working with children, families and young people with SEND have the skills and knowledge to communicate and engage effectively with them and work in a person-centred, outcome-focused way.

Outcome 4: Use effective monitoring and quality assurance procedures to challenge, support and develop provision

What Ofsted and CQC said	Outcome we are seeking to achieve
" weaknesses in the monitoring and quality assurance procedures to challenge and support provision and improve outcomes for children and young people."	A culture of accountability ensures that all parts of the system focus on making life better for children and their families. Business intelligence is used to identify emerging need and plan excellent services and settings that support children and young people to meet their aspirations. We produce high quality Education, Health and Care Plans
What we are doing about it	

Special Educational Needs and Disability - Written Statement of Action

We will make sure there is shared accountability across the system by:

- Ensuring all organisations monitor performance
- Using business intelligence to plan services and provision
- Sharing data and information to provide better support
- Always seeking to improve, particularly the quality of Education, Health and Care Plans

2. Action plan to address the areas of weakness identified during the inspection

This section shows the **high priority actions** we will take to address the areas of significant weakness identified during the inspection.

1. Th	1. The development of an education, health and care joint strategy for SEND Action Timescale Measures of success Lead Progress and Milestones Status						
	Action	Tillescale	ineasures of success	Leau	Frogress and milestones	Status	
^{1.1} Page 19	Engage with stakeholders	May to June 2017	Engagement by stakeholders from education, health and social care at relevant workshops and meetings.	Corporate Director of Children, Adults and Community Services SRO for Dorset CCG, Director of Nursing and Quality, CCG and Head of Partnerships (Children's Services) Dorset CCG	Engagement with schools, health services, voluntary and community sector, parents and carers to identify priorities (Jun 17)	Complete	
1.2	Establish governance arrangements to deliver improvements	July 2017	There are clear lines of accountability for monitoring progress and delivering improvements.	Assistant Director Strategy, Design	SEND Improvement Board established and met three times (Jul 17)	Complete	
	active improvements			and Development, DCC	Review of existing groups and governance arrangements (Jul 17)	Complete	

			Regular attendance of appropriate professionals at relevant groups There is appropriate partner representation (including parents and carers) on working groups to deliver the		SEND Health Forum re-established and meeting bi-monthly (Jun 17)	Complete
					Long term governance arrangements agreed (Jul 17)	Complete
			strategy.			Complete
					SEND Delivery Group established (Jul 17)	
1.3	Publish Strategy	Dec 2017	Draft strategy published for consultation.	Assistant Director	Review of best practice (Jul 17)	Complete

1. Th	1. The development of an education, health and care joint strategy for SEND							
P	Action	Timescale	Measures of success	Lead	Progress and Milestones	Status		
age 20			Feedback received from all relevant stakeholders from education, health and social care and from children, young	Strategy, Design and Development,	Joint strategy working group established (Jul 17)	Complete		
0			people and parents and carers Strategy agreed by relevant governance	DCC		On target		
				Head of	Analysis of areas for development (Aug)			
	Joint strategy is known and referred to as the key driver for SEND Strategic S	Joint strategy is known and referred to	ND Strategic Services) Dorset	Draft strategy agreed by SEND Delivery Group (Sep 17)	On target			
				Public consultation on draft strategy (Oct to Dec 17)	On target			
			Consultation with and ratification of strategy with Strategic Alliance, Schools Forum and CCG Audit and Quality (Oct to Dec 17)	On target				
					Final Strategy published (Dec 17)	On target		

					Identification of areas for development (Sep17)	On target
1.4	Design and agree a Performance Management Framework	Dec 2017	We will understand our current performance, identify where we need to focus attention and put an action plan in place to make improvements.	Senior Manager – Business Intelligence, DCC	Baseline assessment of performance (Aug 17)	On target
			This will enable a suite of performance measures to be put in place.	Assistant	Identification of areas for improvement (Sep 17)	On target
			An outcomes based accountability (OBA) performance management framework is in place with measures from across the system. A whole system approach is taken to understand whether joint priorities	Director Strategy, Design and Development DCC Head of Partnerships	Suite of performance measures and targets agreed by SEND Delivery Group (Sep 17)	On target
T			priorities	(Children's		

The development of an education, health and care joint strategy for SEND

21	Action	Timescale	Measures of success	Lead	Progress and Milestones	Status
			are being met across education, social care and health	Services) Dorset CCG		
			Action is taken to address areas of poor performance Learning is shared across the system Reporting at the Strategic Alliance enables leaders from across the system to take responsibility, action and learning from the agreed performance management framework.	Corporate Director of Children, Adults and Community Services, DCC Director of Nursing and Quality, CCG	Performance reporting on agreed measures at Strategic Alliance commences (Dec 17)	On target

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
2.1	Increase capacity in SEND team: • 1FTE Manager • 1FTE Team	June 2017	Staff in post Due to an increase in capacity the % of new EHCPs completed within statutory timescales of 20	Manager SEN Team, DCC	Recruit additional staff in SEND Assessment and Review Team (Jun 17)	Complete
	leader1FTE data administrator3.8 FTE Business		weeks increases by 10% each month to reach 100% by March 31st. 100% conversions of statements to		Extend contracts for Planning and Review Officers to April 2018 (Jun 17)	Complete
Page 22	support • 3 FTE Planning coordinators		EHCPS by deadline of 31st March 2018		100% conversions completed (Mar 18)	On target
	2 FTE Contacts assistants				100% EHC Plans completed within statutory timescales	On target
2.2	Commission an external provider to	June 2017	June 2017 100% conversions of statements to EHCPS by deadline of 31st March 2018	SEN Commissioner, DCC	Pilot contract awarded (Jun 17)	Complete
	increase capacity for transfer processes				Quality assurance test (Jul 17)	Complete
				Providers appointed (Jul 17)	On target	
				100 conversions completed per month (June – Mar 18)	On target	
					100% conversions completed (Mar 18)	On target

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2.3	Introduce targets for SEND case workers to help us understand and measure performance	Aug 2017	% of new EHCPs completed within statutory timescales of 20 weeks increases by 10% each month to reach 100% by March 31 st	Manager SEN Team, DCC	Targets introduced and individual performance is being reviewed monthly by team managers (Jun 17)	Complete	
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	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
Page 23			Parent/carer and child/young people's satisfaction surveys indicate reduced levels of stress and greater levels of confidence in the system		Weekly reporting to Senior Leadership Team commences (Jul 17)	Complete
			revers of confidence in the system	Senior Manager – SEND, DCC	Team performance monitoring of trajectory improvement plan at monthly leadership team meetings (50% Oct 17; 100% Mar 18)	On target
2.4	Set targets for and monitor EHC plan timeliness to ensure compliance with statutory timescales	Mar 2018	% of new EHCPs completed within statutory timescales of 20 weeks increases by 10% each month to reach 100% by March 31st % Decision to assess within 6 weeks increases to 100%	Children's Services Leadership Team, DCC	Monthly monitoring at leadership team meetings commences (Jun 17) • % decisions to assess within 6 weeks • % decisions to issue plan within 16 weeks • % final plan issues at 20 weeks	Complete
			% Decision to issue final plan within 16 increases to 100%		All late statements issued (Aug 17)	On target
					50% EHCP issued within 20 weeks (Oct 17)	On target

					100% EHC Plans issued within 20 weeks (Mar 17)	On target
2.5	2.5 Increase Education Psychology contribution to	Sept 2017	Quarterly monitoring shows appropriate contribution by Education Psychology Services	Principal Educational Psychologist, DCC	Define the core role of the Educational Psychology Service (Jun 17)	Complete
	statutory processes				Allocate Educational Psychology time (Jul 17)	Complete
					Quarterly monitoring of contribution commences (Sep 17)	On target

je 24	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	social care to	Oct 2017	Quarterly monitoring shows that contributions to EHCP are timely, transparent and appropriate. Where there are areas of poor	Manager SEN Team, DCC Designated Medical Officer	Develop a process for monitoring contributions and attendance through our IT systems ((May 17)	Complete
	EHCPs	1 '	performance the issues are appropriately escalated, and acted		Test process (Jul 17)	On target
			, , , , , , , , , , , , , , , , , , , ,		Stronger links between DMO and SEN team established (Jul 17)	On target
					Quarterly monitoring of contribution commences (Sep 17)	On target
2.7	Produce a Toolkit regarding Annual	Dec 2017	Improvements in quality of annual reviews including a true person	Manager SEN Team, DCC	Review of current guidance on 'Schoolsnet' (Aug 2017)	On target

	Reviews for schools/settings practitioners and families	,	centred approach across all schools, settings and services. Measured through regular audits of reviews by the SEN Assessment Team.		New revised toolkit produced (Nov 17) Toolkit available on Dorset Nexus website (Dec 17)	On target On target
2.8	Jointly review pathways and	Dec 2017	Pathway reviewed and areas for improvement identified	Manager SEN Team, DCC	Map current processes (Jun 17)	Complete
	information flows for EHCP processes to identify and address delays in the process including reviewing the paperwork we use to make it as easy as possible for everyone to contribute	servork we make it as possible for me to	efficient processes (SW Audit) Processes are proportionate and	Head of Partnerships (Children's Services) Dorset CCG	Joint meeting between health and DCC to map information flows (Jun 17)	Complete
				Business Analyst, DCC	Identify appropriate electronic case recording system (Dec 17)	On target
Pag			Designated Medical Officer	Revise health medical report into standard form (Sep 17)	On target	
e 25				Manager SEN Team, DCC	Review all forms and paperwork (Dec 17)	On target
				Programme Manager (DCC)	Introduction of Dorset Care Record (electronic system for sharing	On target

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
					information between health and social care (Sept 18)	
2.9	We will make sure that there is attendance at	Jan 18	Attendance at reviews	Director of Children, Adults and Community Services/	Attendance at all transfer reviews by DCC officers (Jul 17)	Complete

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Орсска	reviews by appropriate education, health,	and Disability	QA process of reviews is designed and in place to ensure quality and identify opportunities	Head of Partnerships (Children's Services) Dorset CCG	Finalise operational agreement between CCG and health providers clarifying expectations (Oct17)	On target
	and social care practitioners. Priority will be given to:		improvement	Manager SEN Team, DCC	Attendance at all Year 9 Transfer Reviews (Dec 17)	On target
	All Transfer Reviews				Attendance by all professionals at all complex cases (Dec 17)	On target
	Y9 Transition Reviews				Ratification of agreement (Jan 18)	On target
	Complex cases requiring multiagency attendance				Implementation of agreement (Oct 18)	On target
Page	attenuance				Identify and implement a process for overseeing the reviews of (Mar 18)	On target
2N00 O	Monitor provider performance to ensure that statutory	Sept 18	Ratified Joint Agreement will form part of systematic monitoring arrangements within contractual	Director of Service Delivery, Dorset CCG.	Agree monitoring requirements with providers (Jan 18)	On target
	requirements are met and put an improvement programme in place to ensure they comply with statutory requirements		arrangements. Reporting to Audit and Quality in the CCG Quarterly monitoring of timeliness demonstrates improved performance		Systematic Performance Monitoring in place (Sep 18)	On target

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status	
3.1	Write a joint communication plan that shares the improvement work we are doing for use by all	Sept 2017	Children, young people and their families know the issues we are trying to address and	Chair – SEND Delivery Group in collaboration with	Director letter to parents/carers (April 17)	Complete	
	partner agencies.		what we are doing about them Professionals working with children, young people know the issues we are trying to address and what we are doing about them	communication leads from partner organisations	Parent Carer Council release <u>statement</u> (May 17)	Complete	
				hildren, young people know he issues we are trying to ddress and what we are	Review <u>Dorset Parent Carer Survey Results</u> survey results and <u>young researcher's</u> <u>surveys</u> to inform communication (Jul 17)	Complete	
Page					Stakeholder Engagement (Jun 17)	Complete	
27					Agree a set of key messages to be used by all partners across the SEND system (Sept 17)	On target	
3.2	Ensure appropriate parent/carer and/or child/young person representation at key decision making groups and forums	June 2017	liste	Participants report feeling listened to and that action is taken to meet their needs	Chair – SEND Delivery Group	Invite Dorset Parent Carer Council to SEND Improvement Board (Apr 17)	Complete
	 including (but not limited to): SEND Delivery Group SEND Health Forum 				Invite the Dorset Parent Carer Council to SEND Delivery Group (Jun 17)	Complete	
	Person Centred Approaches	erson Centred		Head of Partnerships	Invite Parent/Carer representation to Health Forum (Jun 17)	Complete	

 Local Offer Steering Group Integrated Children's Community Health Services Programme 		(Children's Services) Dorset CCG	Parents and Carers fully involved in Integrated Children's Community Health Services Programme (Jun 17)	Complete
		Chair – SEND Delivery Group	Review Terms of Reference of decision making groups and identify appropriate parent/carer representation (Sep 17)	On target

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
Page				SEND, Participation and Engagement Lead, DCC	Consult with children and young people on how best to ensure representation and the support required (Oct 17)	On target
3 0 50	Collect feedback on service satisfaction and customer experience	Sept 2017	Satisfaction with process/support and services understood and areas for	Partnership and Workforce Manager, DCC	Establish feedback mechanism on front of the local offer to collect feedback (Jun 17)	Complete
			development identified		Publish 'You said, we did" on local offer	Complete
				Senior Manager – Business Intelligence, DCC	Undertake a survey of parents and carers (Sept 17)	On target
3.4	Facilitate an annual conference for children and young people	Feb 2018	Attendance and satisfaction survey of events	Chair — SEND Delivery Group	Planning commences (Sep 17)	On target
	with SEND and professionals across the SEND system to work together on service planning and evaluation			·	Conference held (Feb 18)	On target

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3.5	Work with children, young people and families to review our local offer to ensure that it appropriate, easy to understand and improve accessibility and search function on web hosted	March 2018	people and their families/carers actively participate in the further development of Dorset's local offer and other communication channels as measured by LO feedback All providers have reviewed their local offer record within timescales	Chair – Local Offer Steering Group Partnerships and Workforce Manager, DCC	Appoint an administrator to oversee and coordinate contributions to the local offer and website reviews (Sep 17)	On target
	information			DCC Corporate Communications Lead	Review branding of Local Offer (Aug 17)	On target
				Partnerships and Workforce Manager, DCC	Write a marketing plan to ensure local offer reaches those that need to know about it (Jun 17)	Complete

Action	Timescale	Measures of success	Lead	Progress and milestones	Status
			Head of Partnerships (Children's Services) Dorset CCG	Review of health section of the Local Offer by CCG and parents and carers (Sep 17)	On target
			Partnerships and Workforce Manager,	Relaunch Local Offer with marketing plan (Jan 18)	On target
			DCC	Streamline publication of individual Local Offers for schools, childcare, Further Education and health services on our directory (Mar 18)	On target
				Migrate Local Offer to new website as part of DCC website replacement (Mar 18)	On target

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3.6	Undertake further engagement with children, young people, parents and carers in relation to SEND as part of the clinical services review (CSR) transformation programme to coproduce new service delivery models that will meet required needs. Review the plan for CSR and the Equality Impact Assessment to ensure that the needs of children and young people with SEND and their families are fully considered.	Dec 2017	Communication plan for CSR fully considers children and young people with SEND Children, young people and families have confidence they have been part of the process and understand the need for transformation Any new service model(s) meets required needs and are coproduced.	Head of Partnerships (Children's Services) Dorset CCG	Update Equality Impact Assessment (May 17) Independent analysis of consultation findings published (Jun 17) Establish work streams and develop plans and timescales following CCG Governing Body decision (Sep 17)	Complete Complete On target
Page	Write the Dorset SEND Participation and Engagement	March 2018	SEND children and young people and their		Appoint Participation and Engagement Officer (Sep 17)	On target

ω 3. Involving children, young people and their families in developing our provision and services

I	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	Strategy in co-production with parents, young people and stakeholders	families/carers actively participate in service design and planning SEND Participation and Engagement Officer, DCC		Engagement and co-production activities (Sep to Dec 17)	On target	
	stakenoluers		g	J	Draft strategy published (Jan 18)	On target
					Final Strategy and implementation plan agreed (Mar 18)	On target
3.8	Improve the customer experience of the EHCP process	Mar 2018	Reduction in number and associated costs of complaints and tribunals and	Manager SEND Team, DCC	Ensure single point of contact regarding assessment and plan and add direct contact details to all correspondence with families (Jun 17)	Complete

Special Educational Needs and Disability – Written Statement of Action			
subsequent request for formal mediation Parental survey shows to	Delivery Group can t deve (Sepi	rkshop on identifying professionals that take on key worker role and relopment of plan to take this forward pt 17)	On target
is a high level of communication, honest transparency; they feel informed and included;	y and DCC EHCF 17)	olish clear and detailed information on CP process for on Dorset Local Offer (Sep	On target
delays and reasons hav communicated, with ex completion date	pected respo	polish information on the roles and ponsibilities of key professionals on the reset Local Offer (Sep 17)	On target
DCC Customer Service Standards are met Professionals have the		date printed literature (Sep 17)	On target
information they need support children with S effectively	ND Co-p	produce information guides with rset Parent Carer Council and IDIASS (Sep 17)	On target
3	corre	riew all templates letters, forms and respondence with parents and carers to ure accessibility (Dec 17)	On target
3. Involving children, young people and their families in developing	our provision and services		

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	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
					Customer Care Training module for staff includes effective written communication (Jan 18)	On target
				Senior Manager – SEND, DCC	Co-production workshop with SENCos (Nov 17)	On target

4. Improving the monitoring and quality assurance

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status		
4.1	Develop regular management review of health SEND arrangements that will be reported to the Audit and Quality Group in	Oct 17	There are clear lines of accountability within organisations for the delivery of SEND improvement	Director of Service Delivery, Dorset CCG	Confirm Senior Responsible Owner and CCG Health Champion (Jul 18)	Complete		
	Dorset CCG on a quarterly basis.			Head of Partnerships (Children's	Reporting to Quality and Group commences (Jun 18)	Complete		
		Services) Dorset Wor	Workshop on health outcomes (Sep 17)	On target				
Page 4age	Implement regular management review of local authority SEND arrangements that will be reported to Children's Services Leadership	Sept 17	There are clear lines of accountability within organisations for the delivery of SEND improvement	DCC Children's Services Leadership Team	Develop new reports from IT system (Jul 17)	Complete		
32	Team within Dorset County Council, including the quality of EHC plans.		for the delivery of SEND improvement	Leadership ream	Develop OBA reporting framework (Aug 17)	On target		
4.3	Carry out SEN Reviews in all priority schools where our data shows us that the attainment gap for SEN groups is widest. Give	July 2018	Schools deliver the recommendations given and the SEN gap for these schools narrows.	Principal Advisor Education Services	Shared a draft inclusion selfevaluation framework for inclusion with SENCos (Jun 17)	Complete		
	recommendations and support for improvement. Use school self-evaluation frameworks to				There are clear lines of accountability within organisations for the delivery of SEND improvement SEN, DCC	Senior Manager for SEN, DCC	SEN Reviews completed in KS2 Priority schools (Jul 17)	Complete
	monitor effectiveness of schools/education settings		School improvement plans to demonstrate SEND/inclusion as a priority where whole school review		Recommendations and offer of support (Jul 17)	Complete		
			has identified weaknesses in inclusive practice.		Follow up visits to monitor progress (Dec 17)	On target		

Special Educational Needs and Disability – Written Statement of Action

4.4	Introduce a multi-disciplinary case file auditing system that identifies themes for improvement:	March 2018	Improvements in the quality of our work results in reduction in complaints and appeals.		Review multi-agency auditing process currently adopted by the Safeguarding Children's Board (Sept 17)	On target
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4. Improving the monitoring and quality assurance

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
					Pilot case auditing process (Oct 17 – Jan 18)	On target
			Case monitoring shows robust record keeping and good customer service		Roll out process across the county (Jan to Mar 18)	On target
∯age 33	Implement a system for collecting customer experience information and share this as well as learning from complaints across the SEND system	Dec 17	The workforce will report feeling valued and report greater confidence through annual survey Service user satisfaction will increase	Senior Manager SEND, DCC	Appoint a Complaints Officer for SEND in DCC to help coordinate and share learning (Jun 17)	Complete
			and the number of tribunals will reduce		Design online feedback mechanism (Sept 17)	On target
				Senior Manager – Business Intelligence, DCC	Implement feedback mechanism (Oct 17)	On target
				Chair – SEND Delivery Group	Quarterly reporting on customer experience commences (Dec 17)	On target
4.6	Agree and use self- evaluation frameworks as tools for continuous improvement	July 2018	Self-evaluation frameworks are used and lead to improvement	Senior Manager SEND, DCC	Review current self-evaluation tools (Dec 17)	On target

,	Spec	al Educational Needs and Disability – Writ	ten Statemen	t of Action	1		
				plans resulting in improved outcomes		Consult on application across system (Jan 18)	On target
						Develop new self-evaluation tools (Mar 18)	On target
						Roll out across the county (Jul 18)	On target

3. Other areas for development

The next section focuses on the areas for development identified by inspectors along with a summary of the additional improvements we will make to address these.

	What Ofsted and CQC said	What we are doing about it
Page 34	"Until recently, the local area did not meet the statutory timescales for the assessment of needs for children and young people who have special educational needs and/or disabilities. In addition, parents confirm that they continue to experience long delays with the completion of EHC plans. Leaders are determined to tackle this as a priority. Some recent signs of improvement are evident. Nonetheless, of the hundred or so parents who provided their views during the inspection, a significant proportion lack the confidence that the local area will provide timely assessments and effective support for their children."	We will put additional resources into the SEN assessment process to clear the backlog of transfers and bring new assessments into compliance with the timescale. In the short term, we will review all the processes associated with assessment and develop a plan to make these more streamlined, efficient and customer focused.
2.	"The educational psychology service has experienced a lack of capacity over a significant period, impacting on the work they do to identify needs quickly. This has contributed to the delays in completing assessments and EHC plans in a timely way."	We will ensure increased Educational Psychology contribution to statutory processes and develop a preventive model for the education psychology service which supports the graduated offer, and the timely completion of assessments

Special Educational Needs and Disability - Written Statement of Action

- 3. "...Although health professionals are usually notified when an EHC plan is being considered and produced, the inspection found that the community nursing team, who work with children and young people with complex health needs and life-limiting conditions, were not always asked to contribute advice and information. Consequently, some EHC plans lack important input from health professionals. Many parents stated that they are unclear about what to expect in relation to the involvement of health professionals. They do not know who to approach to ensure that the plan is effective in meeting the health needs of their child and that it is kept up to date."
- We will develop a joint operational agreement for SEND between Dorset CCG and the range of health providers. This will fully outline health responsibilities and include a focus on children in care and those in out of area placements and we will make sure that local authorities, health service clinicians and parents /carers are clear about their role and who to contact. The Dorset Care Record will enable information to be shared digitally between professionals. Young people and parents should be able to use a portal function to see who is involved in their assessment and plan, track progress, and provide input.
- 4. "...The local area's 'graduated pathway' is known and implemented by schools, health and social care professionals. This approach ensures that professionals identify the needs of children and young people and plan appropriate targets with realistic outcomes. Where this works well, parents confirm that their children achieve and make good progress in their academic and personal development. However, inspectors found inconsistency in the implementation of this agreed approach. In particular, the inspection confirmed delays in early assessment of children's needs and, at times, a lack of timely and appropriate support, impacting detrimentally on children and young people's outcomes."

We will build on the strengths in early years so that children and their parents can access support and early help. We will ensure that family partnership zones engage multi-agency professional groups to ensure that the graduated offer is supported by an effective and proactive early help offer

What Ofsted and CQC said

5. "... Parents confirm their dissatisfaction with the local area's arrangements for assessment and planning to meet their child's needs. In particular, the failure over time to meet statutory timescales for assessments and completion of

EHC plans has resulted in continuing levels of registration of appeals to first-tier tribunal. Many appeals have been settled with parents in recognition of the delays which have occurred. However, leaders recognise the urgency of completing EHC plans on time. Since November 2016, improvements have been made.

What we are doing about it

We will put additional resources into the SEN assessment process to clear the backlog of transfers and bring new assessments into compliance with timescale. In the short term, we will review all the processes associated with assessment and develop a plan to make these more streamlined, efficient and customer focused. We will make sure that all services comply with statutory timescales so that children and young people have their needs identified and met in a timely way.

Special Educational Needs and Disability - Written Statement of Action

6.	Leaders have prioritised the need to complete conversions from statements of special educational needs to EHC plans, particularly at the point of pupils' transfer to the next stage of their education, employment or training.
	Nonetheless, a considerable backlog of cases remains. In addition, there are
	inconsistencies across the area. Some statements of special educational needs have been converted to EHC plans in a timely way and are of a high
	quality. In other settings, children and young people were still waiting. In these cases, pupils did not know which school they were to attend next,
	adding to their concerns and those of their parents."

We will extend contracts for Planning Review Officers to April 2018 and contract with external providers to boost the transfer process to ensure that statements are converted to EHC plans in a timely manner so that young people have their needs met, and do not experience any delay or interruption in the provision of services.

**... The local area places a higher proportion of Dorset pupils who have special educational needs and/or disabilities than seen nationally in out-of county provision. Leaders have prioritised the need to develop provision in Dorset, especially for pupils with complex communication needs and social, emotional and mental health difficulties. However, strategic plans to achieve these aims are not yet fully in place. Consequently, school leaders do not have clarity in how this strategic vision will be implemented, which is of concern to them."

We have initiated a project to ensure that Dorset County Council has sufficient provision (accommodation), and support services close to home, to meet the needs of the children of Dorset with Special Educational Needs and Disability (SEND), including support for children whose behaviour challenges.

"... Assessments for autism and ADHD are taking too long and delays are increasing. These delays are having a significant impact on children and their families who wait to be seen, with many reporting uncertainty and stress as they wait for the final EHC plan to be agreed. Parents and schools also raised concerns about difficulties they have experienced in accessing CAMHS provision. Although waiting times have improved, parents are not clear about what they can expect from this service."

The Pathway for Development and Behaviour and child and adolescent mental health pathways will be fully implemented. This will be communicated to parents through the local offer, along with information about services which can support children and young people and their families who do not have a formal diagnosis.

"... The timeliness and coverage of initial and review health assessments, dental checks and immunisations of children and young people who are looked after, fall below locally agreed improvement targets. The specialist

We will ensure that compliance with statutory requirements for IHAs and RHAs is routinely monitored via provider contract performance and monitoring meetings. The development of the Dorset Care Record and

What Ofsted and CQC said

What we are doing about it

health team has been recently strengthened. However, this team does not have a complete and up-to-date picture of children who are looked after who have special educational needs and/or disabilities. Consequently, their approach to the provision of comprehensive health care plans is not yet of a high quality."

Interoperability with MOSAIC, RIO, and Synergy will ensure that information and tasks are shared between professionals in real time by September 2018.

Spec	al Educational Needs and Disability – Written Statement of Action	
10.	" Children's community nursing provision is currently available on weekdays. Consultation with families identifies the need to strengthen access out of hours. The children's services review of paediatric services in the area recognises the need to build local capacity to reduce their reliance on hospital-based care. However, currently 33 children and young people (out of 59) are receiving a personal health budget which supports increased choice and control in meeting their needs."	We will review and redesign the Children's Community Nursing Service to provide greater accessibility and enhanced care for children and young people in the community.
11.	" The proportion of pupils reaching the expected standard at the end of key stage 2 for all pupils in Dorset in reading, writing and mathematics is below the national average (45% in Dorset compared to 53% nationally). This picture is also reflected in outcomes for pupils who have special educational needs/and or disabilities receiving support and with EHC plans, particularly in writing but also in reading and mathematics. Pupils make insufficient progress by the end of Year 6, especially in writing."	We will develop a more sophisticated attainment tracking tool for children receiving school support and with EHC plans which will enable us to support and challenge schools more effectively.
Page 37	" Delays in the assessment of children and young people's needs are preventing some pupils from making the progress of which they are capable. Larger schools with greater expertise and resources continue to support pupils while waiting for decisions to be made. However, this is not the case for all pupils. Parents voiced concerns about the quality of support some schools offer, and the impact this has on the progress their children make."	We will build on the strengths in early years so that children and their parents can access support and early help. We will ensure that family partnership zones engage multi-agency professional groups to ensure that the graduated offer is supported by an effective and proactive early help offer
13.	" Leaders have not sufficiently ensured that the work of professionals across the local area and the services provided are effective and of a high quality. Leaders in school confirm that they rarely get feedback about their work but are keen to know how to improve the work they do. This is not helping schools, settings and service providers improve their practice to deliver improved outcomes."	We will implement a workforce development strategy ensure we have a confident and competent workforce that places the child/ young person at the heart of all they do and develop a culture which supports the values and vision for the system. We will ensure that there is effective support and challenge to schools, settings and service providers that contributes to continuous improvement.

Special Educational Needs and Disability – Written Statement of Action 4. Additional areas of improvement from the inspection

The following section sets out the additional joint actions we are taking to address the areas for development identified by the inspectors

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
1.1	Professionals and parents/carers work together to meet the	We will explore, using research and professional advice, different operational models of joint working for children	Nov 18	A model of joint working is agreed and implemented. Positive feedback from children, young people and parents and carers on the quality of services	Corporate Director of Children's, Adult's and Community Services (DCC)	Stakeholder engagement workshop (Jun 17)	Complete
	needs of children and young people	with complex needs and implement one that works for Dorset.				Co-production activities (Sep to Dec 17)	On target
Page	with SEND including appropriate					Complete Needs Assessment (Dec 17)	On target
e 38	preparation for adulthood.					Business Case and options appraisal (Feb 18)	On targe
							On targe
						Service Model Agreed (Mar 18)	
						Formal Consultation (Jun to Aug 18)	On targe
						New model implemented (Nov 18)	On targe
		We will review and redesign the Children's Community Nursing Service to provide greater accessibility and	Timescale to be agreed	Community nursing services are enhanced to increase availability to meet need.	Head of Partnerships (Children's), Dorset CCG	Present draft business case to Dorset Paediatric Acute Vanguard (Jun 17)	Complete

;	Special E	Educational N	eeds and Disability – Writt	en Statement	of Action			
			service delivery in the		Positive feedback from children,	Workshop to further develop	Complete	l
			community. This		young people and parents and	Business Case at the		ĺ
					carers on the quality of services	Sustainability and		ı

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
		will be linked to school health pathway				Transformation Network (Jul17)	
						Governance process for decision making agreed with final decision to be made at System Leadership Team meeting (Sept 17)	On target
Page 39		We will make sure that the roles and responsibilities of health professionals are clear by publishing an easy to understand formal	August 2017	Feedback from children, young people and parents and carers shows increasing awareness	Head of Partnerships (Children's) Dorset CCG	Re-establish SEND Health Forum with local authority representation (Jun 17)	Complete
		statement on the Local Offer and the CCG website				Create mechanism on Local Offer to publish information (Jun 17)	Complete
						Publish information (Aug 17)	On target
		We will make sure that health providers understand their	October 2018	Outcomes within statutory plans are judges at Quality Assurance as SMART	Head of Partnerships (Children's)	A draft document was shared at the June meeting of SEND Health Forum.	Complete
	statutory responsibilities in relation to SEND and put in place a joint operational agreement for SEND between Dorset CCG and local health		Surveys and feedback from health providers/professionals show increasing awareness	Dorset CCG	Finalise operational agreement between CCG and health providers clarifying expectations (Oct17)	Complete	

Spec	ial Educational N	eeds and Disability – Writt	en Statement	of Action	i		
		providers that includes				Ratification of agreement (Jan	On target
		looked after children and				18)	
		out of area placements.				·	
		·				Implementation of agreement	On target
						(Oct 18)	

Out	come 1: A single	e system working togeth	ner across ed	ucation, health and social care	for joint outcome	s	
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
Page 40		We will review our decision-making processes and commissioning panels to make sure that we are planning services together and are clear on the outcomes we are seeking to achieve. We will develop and implement a dispute resolution process across heath and the local authority.	Oct 2017	Review of criteria, attendance and evidence submitted to joint commissioning panels shows that provision has been jointly planned and agreed Monitor through service, regular attendance at commissioning and decision making panel meetings Outcome tracking shows improved positive decision making and joint funding agreements in place across services	Assistant Director, Strategy, Design and Development, DCC Head of Partnerships (Children's), Dorset CCG	Review arrangements at Joint Commissioning Operational Group (Jul 17) Review terms of reference for all panels (Sept 17) Review process for joint funding between health and local authority (Oct 17)	Complete On target On target
1.2	All relevant professionals will contribute to planning to meet the needs	We will all make sure that there is attendance at multiagency planning meetings by all relevant professionals including	Oct 2018	Evidence of joint outcomes, joint planning and joint review with families and the children or young people themselves	Senior Manager – Business Intelligence, DCC	Develop a process for monitoring contributions and attendance through our IT systems (May 17)	Complete
						Test process (Jul 17)	On target

of children and young people with SEND including	health, social care and adult services. Poor attendance at multiagency planning meetings	Accident of Action	Designated Medical Officer (DMO)	Stronger links between DMO and SEN team established (Jul 17)	On target
appropriate preparation for adulthood.	will be escalated to the SEND Improvement Board		Senior Manager SEND, DCC	Quarterly monitoring of contribution commences (Sep 17)	On target
			Manager SEN Team, DCC	New admin process in place for invitations to meetings (Oct 18)	On target

Out	come 1: A single	e system working togeth	er across edu	ıcation, health and social care	for joint outcomes	3	
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
Page 41					Assistant Director Strategy, Design and Development (DCC)	Memorandum of Understanding signed by all agencies prioritising attendance at transition meetings particularly where there is a danger of placement breakdown (Mar 18)	On target
		We will all make sure that there is appropriate written information provided by	Oct 2018	Evidence of joint outcomes, joint planning and joint review with families and the children or young people themselves	Head of Partnerships (Children's) Dorset CCG	Audit tool developed to quality assure health contribution of assessments to EHC Plans (Dec 17)	On target
		all relevant professionals when required towards the EHC assessment process	December 2017		SEN Manager, DCC	Review assessment request systems between agencies (Nov 17)	On target
		including health, social care and adult's services.				Redesign of all paperwork and information flows (Dec 17)	On target

Special Educational Needs and Disability - Written Statement of Action On target New admin process in place for request, receipt and confirmation of information and reports and follow up of missing information (Dec 17) 1.3 Data is shared using the Redesign information sharing We will all make better June 2018 Complete Senior Manager, Family Partnership Zone agreements to enable use of data and More consistent Business information to identify Business Intelligence tool to appropriate sharing of early Intelligence, DCC those that might need proactively identify children information to support early identification support early through help (May 17) and

Out	come 1: A single	e system working togeth	er across edu	ıcation, health and social care	for joint outcomes		
P	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
age 42	assessment of need.	Family Partnership Zones. We will use screening tools such as the Ages		and families that may benefit from early help		Re-issue information sharing agreements (Sept 17)	On target
		and Stages Questionnaire to identify children that might benefit from early action		Termly tracking of progress towards outcomes of identified children and families	Senior Manager – Early Action, DCC	Identify SEND Champion in each Family Partnership Zone (Sep 17)	On target
		We will track the progress towards outcomes of identified children			Senior Manager – Early Action, DCC	Business Intelligence Tool rolled out across all schools in Dorset (Oct 18)	On target
					Assistant Director (Children) Dorset Health Care University Foundation Trust	Regular sharing of information from Ages and Stages Questionnaire with relevant partners (Jan 18)	On target

We will provide support and guidance for universal services such as early year's settings, schools, colleges and post 16 providers to identify SEND and undertake assessments of need.	Dec 2017	Guidance is issued Schools and settings tell us they feel supported and are engaged	Principal Advisor Educational Services/ Senior Manager for SEND, DCC	Guidance issued to all settings (May 17)	Complete
We will offer training to all universal settings		Take- up of training offer and evaluation Schools and settings tell us they feel supported and are engaged	Principal Advisor Educational Services/ Senior Manager for SEND, DCC	Training Offer reviewed (Jul 17) Training published on Dorset Nexus (Sep 17)	·

ώ	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
4	More consistent offer of early help through	We will provide support and challenge to educational settings across the local area to provide personalised planning, intervention and review for young people with SEND.	July 2018	SEND Decision making panels, pre-and post-16 show evidence	Principal Advisor Education Services/Senior	Guidance issued to all settings (May 17)	Complete
	'graduated responses'.		in paperwork of graduated	in paperwork of graduated response to need	Manager for Develop evidence based intervention training offer (May 17)	Complete	
				Training offered to scho		On target	
				Schools and settings tell us they feel supported and engaged			

	Jan Eddediionai IV	We will build on the good work we do in the early years to further develop our health pathway of support for children in the early years.	Dec 2017	Consistent and clear pathway developed Performance against timescale requirements are met Number of early years	Service Director, Dorset Healthcare University Foundation Trust (DHUFT)	Agree scope and timescales for delivery (May 17) Develop pathway of support	Complete On target
		earry years.		developmental checks completed and shared	Head of Partnerships (Children's) Dorset CCG	(Oct 17) Implement pathway (Dec 17)	On target
		We will work together to ensure that children, young people and families get help and	March 2018	Quarterly reporting of early help interventions for children with SEND (activity and outcomes)	Senior Manager SEND, DCC Senior Manager for Early Action,	Agree Strategic Alliance Terms of Reference outlining responsibility for this area of work (Jul 17)	Complete
Page 44		support through our seven <u>Family Partnership</u> <u>Zones</u> .			DCC Chair, Strategic Alliance	Identify SEND Champion in each Family Partnership Zone (Sep 17)	On target
+-						Develop reporting mechanism on SEND for	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes										
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status			
						Strategic Alliance and Local Area Groups (Oct 18)				
1.5	We will work together to improve the experience of	We will provide accurate and up to date information with children, young people	October 2018	Young people with SEND will tell us they feel prepared and informed regarding choices and that the information on the	Service Manager Adult's Services, DCC	Stakeholder engagement workshop – Transitions through social care (Jun 17)	Complete			
	children, young people with SEND and their	and their families to enable them to make choices for adulthood.		Dorset Local Offer is useful, helpful, and easy to navigate.	Senior Manager SEND, DCC	Review information provision on Local Offer (Sept 17)	On target			

	families as they enter adulthood.	We will make sure that all Year 9 reviews (at the latest) and annual reviews thereafter are focused on preparation for	an thi en	oung people with SEND nd their families will tell us nrough the felt supported and nabled at every stage and	Senior Manager SEND, DCC	Transition planning for out of county placements commences and is monitored by specialist services (Dec 17)	On target
		adulthood.	pro Ca	very aspect of the transition rocess. ase file auditing shows oppropriate engagement of	SEND Participation and Engagement Officer, DCC	Implement an engagement and review process to ensure information is regularly coproduced and updated (Jan 18)	On target
				rofessionals	Senior Manager SEND/Service Manager Adult's Services, DCC	Introduce named worker procedure in Children's and Adult's Services (Mar 18)	On target
Page 4						All children and families going through transition have a named worker (Oct 18)	
45					Manager SEN Team, DCC	Identify and implement a process for overseeing the reviews of (Mar 18)	On target

tcome 1: A single system working together across education, health and social care for joint outcomes										
Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status				
	We will review transitions from child health services and identify areas for development which will		Families and young people will feel better prepared and informed regarding choices about their future	Programme Lead Dorset CCG	Scoping review of current transition arrangements for child health providers (Jun 17)	Complet				

Speci	iai Educationai N	eeds and Disability – Writi	ien Statement	Of Action	ı		
		be addressed by the Health Forum.		The health forum will oversee		Present review findings to Health Forum (Sep 17)	On target
				system change		Areas for development and action plan with timescales agreed (Oct 17)	On target
1.6	Improve educational attainment at Key Stage 2	We will implement our Key Stage 2 Improvement Plan, particularly focusing on	June 2018	KS2 results Gap Analysis reduces	Principal Advisor for Education Services, DCC	SEN Reviews completed in KS2 Priority schools (Jul 17)	Complete
	, 0	vulnerable groups.			Virtual School Head, DCC	Targeted work specific groups of children including Looked After Children and Gypsy, Roma and Travellers (Jun 17)	Complete
Page 4					Principal Advisor for Education Services, DCC	Recommendations and offer of support (Jul 17)	Complete
46					bee	Analysis of KS2 results (Jul 17)	Complete
						Review Improvement Plan (Sep 17)	On target
						Follow up visits to monitor progress (Dec 17)	On target
1.7	Professionals	We will write a workforce	Oct 2017	Training plan is agreed that	Assistant Director	Scoping completed (Jul 17)	Complete
	working with children and	development plan for all		addresses the delivery and professional development	Strategy, Design and	Development Plan agreed (Oct 17)	On target

Out	Outcome 1: A single system working together across education, health and social care for joint outcomes							
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status	

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
Ou	tcome 1: A single	e system working togeth	er across edu	ucation, health and social care	for joint outcomes		
		We will provide multiagency training for professionals working with SEND on	Mar 2018	Attendance at events Quality Assurance of Education, Health and Care Plans will demonstrate how	DCC Workforce Development, DCC	Review current training opportunities (Oct 17)	On target
		Development (CPD) in SEND				Regional conferences attended by Health Workforce	On target
9 47		professionals of their responsibilities for Continuous Professional				Internal communications to all professionals outlining responsibilities	On target
Page		care that outlines their roles and responsibilities with regards to SEND. We will remind all	module within DC increased take up	module within DCC will show increased take up and completion by staff across the	Development Lead Senior Manager for SEND, DCC	SEND Foundation Module added to DCC online learning and development suite (Sep 17)	On target
	together effectively.	We will include mandatory training modules and update our induction processes for new members of staff in education, health and	Mar 2018	Quality Assurance of Education, Health and Care Plans will demonstrate how cultural changes have been implemented. Monitoring of the Online SEND	Dorset CCG Designated Medical Officer (DMO) DCC Workforce	School nursing teams/CAMHS nurses/Health Visitors attend SEND update training (Jul 17)	Complete
	young people with SEND and their families have the skills and knowledge they need to ensure that they work	Professionals working with children, young people and families in relation to SEND.		Support regarding SEND for all the workforce Workforce demonstrates confidence regarding broad knowledge of SEND legislative frameworks and guidance as evidenced in annual staff survey	Development, DCC	Training commences (Nov 17)	On target

	personalisation and working together that helps support the development of working relationships between		cultural changes have been implemented		Design and commission training opportunities (Dec 18)	On target
	professional groups and the development of a One Dorset Workforce				Publish training opportunities (Feb 18)	On target
	We will promote the use of quality assured online training tools to professionals in	Dec 17	Professional staff survey and feedback on quality of materials.	SEN Specialist Services Manager, DCC	Review national SEND elearning modules (Jun 17)	Complete
Page	education, health and care			DCC Workforce Development Lead	Promote use of quality assured online training tools (Sep 17)	On target
ge 48				DCC Workforce Development Lead	Local e-learning module developed for all Dorset practitioners (Dec 17)	On target
	We will include training related to SEND as part of our	Sept 2019	Feedback on the quality of relationships between social workers and children, families	DCC Programme Lead for Reinvigorating	Appoint support team (Jun 17)	Complete
	Reinvigorating Social Work Programme that focuses on improving the		and young people	Social Work	Review training needs of social workers (Jul 17)	On target
	quality of social work in Dorset		Feedback on the quality of relationships between social workers and other professionals		Design of programme completed (Sep 17)	On target
					Roll out commences (Oct 17)	On target
					All social workers complete programme (Sep 19)	On target

Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

	Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
2.1	Plans are outcomes	We will audit the quality of social care and health	Sept 2017	QA audit tool will demonstrate progress	SEN Team Manager, DCC	Audit completed (Aug 17)	On target
	focused and personalised	contributions to EHCP and the plans themselves			Senior Manager, SEND, DCC	Share recommendations with CCG, health providers and social care and agree development plan (Sep 17)	On target
					Designated Medical Officer, Dorset CCG	Agree standardised approach to health medical input (Sept 17)	On target
Page 4		We will all involve children, young people and families	Sept 2017	Outcomes within statutory plans are judged at Quality Assurance as being SMART	Chair, SEND Delivery Group	Review groups leading on person centred work (Jun 17)	Complete
49		in identifying outcomes and reviewing progress towards these in		Training Audit and feedback tool will show increased take up by all partners and agencies		Combine groups into Person Centred Approaches Group (Jul 17)	Complete
		reviews		Children, young people and parent carer are satisfied with services they receive (survey)		Agree work plan for this group (Sept 17)	On target
					Principal Educational	Offer person centred training to all educational settings (Sept 17)	On target
			Psychologist, DCC Expand person centred planning training to all partners and agencies (Jan 18)	On target			

,	Speci	al Educational N	leeds and Disability – V	Vritten Stateme	ent of Action			
						SEND Participation and	Adopt common person- centred	On target
						Engagement	planning tools across children's	
						Officer, DCC	and adult's services – education,	
							health and care	
							(Mar 18)	
				I				

Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

	Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
		We will make sure that Personal Budgets are offered as part of education, health and	Dec 2018	All families will be offered the option of a personal budget	SEN Team Manager, DCC	Update personal budget information on Dorset Local Offer (May 17)	Complete
Page 50		care plans where appropriate.				Guidance issued to all SEN Planning review coordinators (Sept 17)	On target
2.2	Professionals working with children and young people with SEND and their families have	We will appoint champions within education, health, and social care organisations to improve communication and	Jan 2018	Strategic health leads/champions within provider trusts will be key representatives on the Health Forum for SEND and will take responsibility for promoting good practice and key messages	Senior Manager – SEND, DCC	Appoint SENCo champions in each partnership zone to support and develop SEND practice in schools	Complete
	the skills and knowledge they need to ensure	awareness within their respective organisations		Feedback from settings reps shows impact of dissemination of practice	Senior Manager – Early Action, DCC	Appoint SEND Champions in each Family Partnership Zone (Sep 17)	Complete
	that they contribute effectively to SEND				Head of Partnerships (Children's) Dorset	Appoint SEND champions from health provider trusts to sit on SEND Health Forum (Dec 17)	On target

Assessment, Planning and Review process.				CCG	SEND Champions promote good practice and key messages (Jan 18)	On target
	We will ensure all SEN	Mar 2018	Consistency in quality of assessments, plans, reviews	SEN Manager/Principal	Develop training plan for SEN Assessment Team (Jun 17)	Complete
	assessment, planning and reviewing officers complete training to		Reduction in complaints	Education Psychologist, DCC	Outcomes training delivered (Jun 17)	Complete

Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

	Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
		ensure they can deliver their roles effectively and extend this training to the wider		Evidence of greater coproduction in the EHC process High quality outcome writing		SEND legislation/code of practice training delivered (Sep 17)	On target
Page		workforce following evaluation		Greater awareness of Local Offer		Customer Care training delivered (Nov 17)	On target
je 51						Person centred approaches training delivered (Jan 18)	On target
						Co-production training delivered (Feb 18)	On target
						Signposting the Local Offer training delivered (Mar 18)	On target
		We will introduce regular monitoring of complaints and tribunals to identify key	Ongoing – quarterly reports	Reductions in numbers and associated costs of tribunals, formal mediation and appeals Improved customer care, qualitative	Senior Manager – SEND, DCC	Appoint a Quality Assurance and Complaints Officer for SEND (Jun 17)	Complete
		trends and themes that will be addressed		responses from users show increased satisfaction	Quality Assurance and Complaints Officer, DCC	Regular reporting commences (Sept 17)	On target

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	through team			Manager	SEN	Team,	SEND Team development plan	On target				
	development			DCC			reviewed and agreed (Dec 17)					

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
3.1	We seek and use feedback from children and young people to inform service	We will support children and young people with SEND to participate in youth/school forums	March 2018	There are inclusive strong pupil voice arrangements in place in mainstream and special schools	SEND Participation and Engagement Officer, DCC	Update Participation Strategy (Oct 17)	On target
Page 5	design and development	We will all systematically collect information and share the results of all our		Information is used to inform service delivery across the system	Senior Manager – Business Intelligence, DCC	Review and publish key messages from existing surveys (Dec 17)	On target
52		engagement work across the SEND system to inform		We will agree a set of customer experience measures that we will collect across the system and use	Chair – SEND Delivery Group	Identify a work stream lead to take this work forward (Sep 17)	On target
		service improvement and planning including: • Young		for service design		Agree a work plan and timescales for this work stream (Sep 17)	On target
		researchers • Young Inspectors					
		School level/pupil voice surveysPatient experience					

3.2	Better information about help,	We will ensure that young people have access to advocacy	Dec 2017	Monitor the uptake and quality of service offer	Joint Commissioner, DCC	Implement changes (Mar 18)	On target	
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Outcome 3: Talking, listening to and involving children, young people and parents and carers

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	support and provision is available for children, young people, parents and carers which is compliant with	when having a transition assessment.				Review current spot purchasing arrangements (Apr 17)	Complete
Page 5	Accessible Information Standards					Develop business case for commissioning advocacy (Jun 17)	Complete
53						Develop service specification (Jul 17)	Complete
						Tender service (Sept 17)	On target
						Award contract (Dec 17)	On target

	We will clarify how short term breaks are supported through Continuing Health Care (CHC) processes and provide easy to understand information on the Local Offer.	Aug 2017	Families understand how short term breaks are provided through Continuing Health Care	Head of Continuing Healthcare, Dorset CCG	Publish as part of the CCGs Statement of Intent on the Local Offer (Aug 17)	On target	
	We provide clear information on the services offer and pathways for	Nov 2017	Proportion of referrals leading to no further action	Service Director for Mental Health and Learning	Agree participation in national CAMHS Pilot on effectiveness of clinical pathways (May 17)	Complete	

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54	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		CAMHS as well as referral criteria.		Professionals understand service offer and referral criteria Children, young people, parents and	Disabilities, DHUFT	Review and rewrite referral criteria and clinical pathways (Jun 17)	Complete
			carers understand how to get help Waiting times reduce		Consult on referral guidance and pathways (Jul 17)	Complete	
						Introduce mechanism for quality assuring referrals to CAMHs (Oct 17)	On target
						Publish referral criteria and guidance on CAMHs website (Nov 17)	

		We will ensure that all professionals working with children, young people with SEND and their families understand the local service offer and can signpost effectively to	November 2017	Workforce survey to understand awareness of local offer and local services and monitor changes as a result of our marketing strategy to increase awareness.	Chair – Local Offer Steering Group	Share contents of Dorset Local Offer at SEND Network meetings (Oct 17) Share contents of Dorset Local Offer at Health Forum meetings (Oct 17)	On target On target
		local support options.		The Local Offer Feedback Survey of parents/carers will be used to ascertain increased awareness by professionals.		Print information on local offer provided to all practitioners working with children and families with SEND (Oct 17)	On target
3.3	Professionals working with children, families and	We will provide mandatory customer care training for all	Jan 2018	Monitor take up and impact of training Customer experience surveys	Chair – SEND Delivery Group	Scoping of workforce development plan completed (Jul 17)	Complete
age 5	young people with SEND	frontline SEND staff as part of our				Development Plan agreed (Oct 17)	On target

Óltcome 3: Talking, listening to and involving children, young people and parents and carers

Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
have the skills and knowledge to communicate and engage effectively with children, young people and	Workforce development plan We will develop and agree a joint approach with health providers focusing on expected	Jan 2018	Positive feedback from children, families and young people is received through the annual parent/carer survey complied by	Head of Partnerships (Children's), Dorset CCG	Training commences (Nov 17) Finalise operational agreement between CCG and health providers clarifying expectations (Oct 17)	On target On target
families and work in a person	standards regarding strength based		the Parent/Carer council	Designated Medical Officer	Ratification of agreement (Jan 18)	On target

	centred, outcome focused way.	assessments, personalisation, and life-long outcomes.				Implementation of agreement (Oct 18)	On target
		We will support educational settings across the system in understanding how to	July 2018	Monitor the take up of training and support offered Case audit of assessments and plans to assess the voice of the child	Principal Educational Psychologist	Record of attendance by schools complete (Jul 17)	Complete
		include the views of the child or young person, particularly focusing on those with complex learning and communication		to assess the voice of the child	Chair – Person Centred Approaches Group	Training Offer reviewed (Jul 17) Record of attendance by Dorset schools reviewed (Jul 17)	Complete
Page		needs.				New training offer published on Dorset Nexus (Sep 17)	On target
ge 56						Monitor take up of training commences (Sep 17)	On target

Outo	come 4: Use effec	ctive monitoring an	nd quality assu	urance to challenge, support an	d develop provision		
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
4.1	There is robust monitoring of performance	We will embed a culture of accountability	July 2019	Quality assurance shows plans are outcomes focused and meet the needs of children, young people and families	Programme Lead Reinvigorating Social Work, DCC	Develop outcomes based case supervision template for social care (Jun 17)	Complete
	through to frontline practice by spreading the use of outcomes focused case supervision models	and families Supervision models are outcomes based and measurement of individual outcomes is clear and consistent which will be audited		Introduce a case file audit process to assessment if outcome based supervision is taken place (Sep 17)	On target		
			through case files		Review effectiveness (Dec 17)	On target	
		based on our approach to		Number of case audits completed		Develop rollout plan (Jan 18)	On target

Specia	ai Educational inee	eds and Disability –	vvritten Statem	ient of Action			
		Reinvigorating				Rollout completed (Jul 19)	On target
		Social Work to help embed outcomes focused practice				Develop and introduce a case audit process	On target
		reviewed through auditing of EHC plan quality			Manager SEND Team, DCC	Introduce a case file audit process for front-line SEND work (Jan 18)	On target
		We will review all our placements with independent	Sept 2018	We are confident that all placements are contributing to improved outcomes for children	Senior Manager, Strategy, Design and Development,	Increase capacity in Contracts Team (Jun 17)	Complete
		providers to ensure they are value for money		and offering value for money	DCC	Multi-agency review of complex cases (Jul 17)	Complete
		and delivering good outcomes for				Schedule of monitoring visits agreed (Jul 17)	Complete
Page		children and young people				Monitoring visits to providers commence (Sep 17)	On target
457	Business Intelligence is used to plan	We will undertake structured needs assessments to	Feb 2018	We will have a vibrant and diverse range of provision that meet local needs	Senior Programme Lead, Dorset CCG	Needs Assessment Format agreed by Integrated Community Children's Health	Compete
	services and provision for	help plan services across		Children, young people and parents and carers tell us they		Programme (Jun 17)	

Outo	Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision							
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status	
	children and young people with SEND and	The system informed by data, information,		Can access the support they need There will be more places		Needs Assessment completed (Jan 18)	On target	
	their families.	customer experience, market mapping and		available for children with complex communication needs and social, emotional and mental health	Senior Manager – Strategy, Design and Development, DCC	Share vision for SEND Provision with schools, early years settings and post 16 providers (Jul 17)	Complete	

	uptake of the local offer.		Schools and settings will be clear about the plan for implementation	Contracts and Market Development Manager, DCC	Market mapping completed (Feb 18)	On target
	We will improve our financial tracking systems	July 2019	We will understand the processes undertaken by schools, locator and values attached to these processes	Chair – SEND Delivery Group	Commission audit from South West Audit Partnership to explore (Jul 17)	Complete
	provision and ensure value for money.	and the moderation for these, commitments for known expenditure for all children with an EHCP We will understand our collective spend and make decisions about	Senior Manager for Business Intelligence, DCC	Commission Business Intelligence Solution that draws together information from case management and financial systems (Jul 17)	Complete	
Pa			investment opportunities We will provide assurance regarding the ability to deliver the	South West Audit Partnership	Audit report with recommendations available (Oct 17)	On target
age 58		service within the budget available.	Senior Manager for Business Intelligence, DCC	Business Intelligence Tool available, Nov 17)	On target	
	We will support our local settings to increase capacity to meet the needs of		We will monitor availability of placements and the number of children placed out of county	Senior Manager – Sufficiency, Commissioning and School Organisation, DCC	Multi-agency case review of children placed outside of Dorset to identify any that could be educated locally (Jun 17)	Complete

0	Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision						
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		more Dorset children with SEND		Reduced demand for special school places		Secure capital funding to make premises changes (Jul 17)	Complete

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	ducational Needs and Disability – Wi	There will be more places available for children with moderate and severe learning difficulties; complex communication needs and social, emotional and mental health needs	(SEMH)	On target
			Increase the numbers of special school places for children with Moderate and Severe Learning Difficulties by (Jun 2018)	On target
			Identify additional mainstream hosts of resource based provision for SEMH across the county (Jul 18)	On target
Page 59			Work with an identified academy trust to provide local provision for 45 Dorset children with Autistic Spectrum Disorders (Sep 19)	On target
			Work with a Multi-Academy Trust to attract a new free school in Dorset for 49pprox 40 children with Social, Emotional and Menta Health difficulties (Sep 19)	

Outo	Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision							
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status	
		We will complete the work on the implementation of	March 2018	We will monitor wait times for assessment and undertake	Head of Partnerships (Children's), Dorset	Series of meeting to agree clinical pathway for assessment of needs (Jun17)	Complete	

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Specia	al Educational Nec	eds and Disability -	Written Statem	nent of Action			
		the pathway for Behaviour and Development (ASD/ADHD) by		customer experience surveys to monitor parental satisfaction	CCG	Complete options appraisal – agreement reached for a pan Dorset service (Jul 17)	Complete
		agreeing a new model and way of working between		Holistic local specialist support is in place for the most complex needs		Preferred option agreed (Sep 17)	On target
		CAMHS and Paediatrics.		that is personalised and appropriate to need		Implement new model (Apr 18)	On target
4.3	Data and information is shared appropriately to enable effective	We will ensure that electronic systems are used to support health information sharing	Sept 18	Effective data systems and monitoring processes are in place to streamline processes and predict future demand	Manager SEND Team, DCC	Appoint data systems administrator (Jun 17)	Complete
P	provision of support to individuals	Silding	Dec 17	Effective data systems and monitoring processes are in place to inform financial commitments and predict future demand,	Head of Partnerships (Children's	Joint meeting between health and DCC to map information flows (Jun 17)	Complete
Page 60				ensuring that value for money is achieved	Services) Dorset CCG	Agree plan for improving information flows (Oct 17)	On target
J					Business Analyst, DCC	Identify appropriate electronic case recording systems (Dec 17)	On target
					Programme Manager (DCC)	Introduction of Dorset Care Record (electronic system for sharing information between health and social care (Sept 18)	On target
Outc				urance to challenge, support an	i		
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		Lana and a company of the company of		1	İ	l	

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
4.4	We will embed a culture of continuous learning and improvement	We will share and celebrate good practice across the system		The workforce will report feeling valued and report greater confidence through annual survey	Senior Manager – SEND/Head of Partnerships (Children's) Dorset CCG	Share good practice at SENCo meetings and Health Forum (Jul 17)	Complete

Оробіс		os and Disability –	I				1
	across the				Senior Manager SEND,	Share draft self-evaluation	Complete
	SEND network				DCC	framework with SENCos (Jun 17)	
					Senior Manager – SEND	Commence SENCo Award Training (Sep 17)	On target
					SEIVE		
					Chair – Local Offer	Staff newsletters identify and	On target
					Steering Group	share good practice (Nov 17)	
					Chair – SEND Delivery	Scope feasibility of local inclusion	On target
					Group	award (Dec 17)	
		We will track	July 2018	Educational attainment will be	Senior Manager –	Business Intelligence tool to	Complete
		progress of children with		improved for children and young people with SEND	Early Action	monitor progress of children receiving SEN support	
		SEND		pospio amana		developed (May 17)	
۱ ـ		throughout the					On target
Page		year to identify				BI Tool roll out across all Family Partnership Zones	On target
		opportunities for intervention that				(Sep 17)	
61		would improve			Head teacher	Targeted support provided to	On target
		performance			Virtual School,	vulnerable groups	
					DCC		

5. Proposed performance management framework

How	much did we do?	How well did we do it?
Page 62	Number of Education Health and Care Plan Assessment Requests Number of Education Health and Care Plan Assessments Number of requests for information from health, education and social care professionals Number of case audits completed Number of conversions from statements to EHCP Number of referrals to specialist services Number of professionals completing training (by type) Number of Early Years Developmental Checks completed Number of children placed out of county Number of places available in SEN Resource Provision Number of places available in Dorset Special Schools for children with complex SEND Attendance at commissioning and decision making meetings Number of joint funding agreements in place Number of early help interventions/graduated response offers Attendance at Year 9 Reviews Number of inclusion self-evaluation frameworks completed	 % of EHCP assessments completed within 6 weeks % of decisions to issue plans completed with 16 weeks % of new EHCP completed within statutory timescales % of requests for information received within agreed timescales Quality of assessments and plans (case audits report) Outcomes focused Personalised Voice of child Quality of reviews Preparation for adulthood Customer experience survey Satisfaction with process/support/services Awareness and quality of Local Offer Number of complaints/tribunals/PALs contacts Waiting times for specialist services Training evaluation Value for money of services Satisfaction of educational settings on quality of support offered

Is anyone better off as a result?

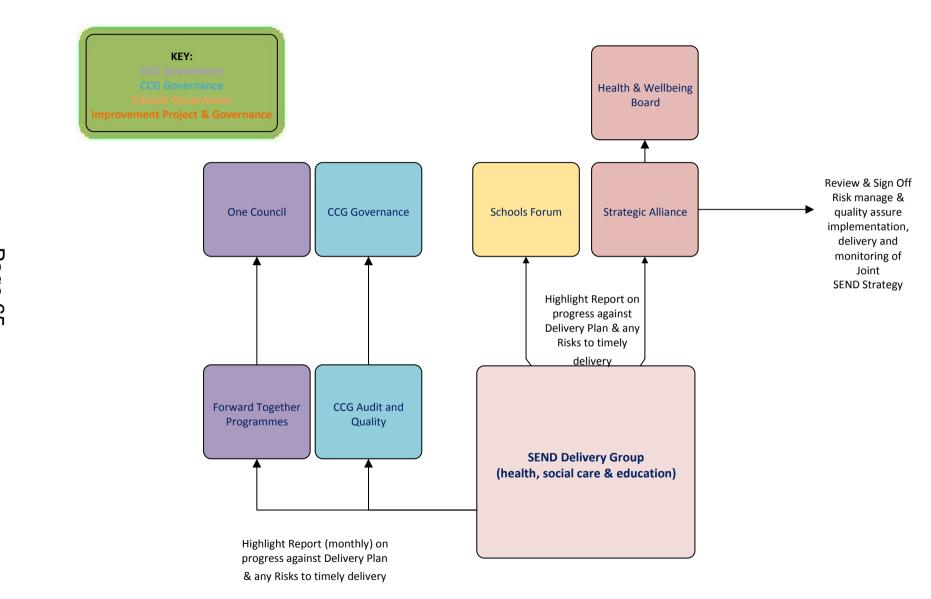
- % children and young people meeting goal based outcomes (measured at review)
- Key Stage 2 attainment
- Educational progress of vulnerable groups
- Pupil absence rates of children with SEND
- Pupil exclusion rates
- Change in attitude/skills/confidence of workforce

Appendix 1: Glossary

Term	Explanation
Acute Paediatric Vanguard	This is the work that paediatricians from all the hospitals in Dorset are changing how they work to ensure the services they offer meet national standards.
Audit	This is a way of looking at the quality of work of professionals. An independent person reviews paperwork and decisions and makes recommendations for improvement.
Designated Medical Officer (DMO)	The Designated Medical Officer is employed by the CCG and plays a key part in implementing the SEND reforms and in supporting joined up working between health services and local authorities.
Development and Behaviour Pathway	Services across Dorset have been working together to improve the way that children, young people and families that have issues with development and behaviour, including ASD and ADHD are identified and supported.
Dorset Nexus	Dorset Nexus is a web platform for educational settings to access information, training and services in a single place.
CAMHS (Child and Adolescent Mental Health Services)	This is a specialist service for children and young people with mental health difficulties
Capital Funding	This is money that can be used for fixed assets such as buildings but can't be used to operate services
minical Services Review	This is the way in which NHS Dorset CCG are seeking to change the healthcare system to provide services that meet the needs of local people and deliver better outcomes
Continuous Professional Development (CPD)	This is the way that professionals continue to learn and improve during their careers to keep up to date with changes and provide the best services they can
Family Partnership Zones	This is the way that a range of services and organisations are working together to help families that are facing problems or are likely to face problems and stop them from getting worse. There are seven zones in Dorset. You can find out more here
Health and Wellbeing Board	The Health and Wellbeing Board is responsible for improving health and wellbeing of people in Dorset by ensuring that organisations work together to deliver cost effective services. It is made up of senior representatives of key partner organisations
Healthy Child Partnership	This is a group of professionals from Dorset Health Care University Foundation Trust, Dorset Public Health and the county council that are leading changes in how we support children and families aged 0 to 5 years.
Key Worker	This is a person that works with a family to coordinate the help and support they need
MOSAIC	This is the new electronic case recording system that will be used by professionals in children's services and adult's services when they are working with families
Paediatric Systems Improvement Network	This is part of the Acute Paediatric Vanguard work mentioned above and oversees the way that paediatricians are working together
RIO	The is the electronic case recording system used mostly by health professionals when they are working with children, young people and families

SEN Resource Provision	This is a separate educational provision provided in a mainstream school or setting that seeks to meet the needs of specific groups of children and young people with SEND such as communication needs or social, emotional and mental health needs.
Strategic Alliance	This is a group of decision makers that come together to plan and monitor services and support for children, young people and their families in Dorset. It includes representatives from education, health, care, voluntary and community sector, parents and carers
Universal settings	These are services that are routinely provided, or available, to all children and their families. They include early years provision, mainstream schools, GPs, health visitors.

Appendix 2: Proposed Governance Structure



Safeguarding Overview and Scrutiny Committee

Dorset County Council



Date of Meeting	12 October 2017
Officer	Local Members
	All Members
	Lead Directors
	Sara Tough, Director for Children, Adults and Community Services
Subject of Report	Outcomes Focused Monitoring Report, October 2017
Executive Summary	Following the local elections in May this year, the new County Council, at its June meeting, adopted a revised Corporate Plan for 2017-18. Like the 2016-17 plan, the revised version summarises, on a single page, the four outcomes towards which the County Council is committed to working, alongside our partners and communities: to help people in Dorset be Safe , Healthy and Independent , with a Prosperous economy. The Safeguarding Overview and Scrutiny Committee has oversight of the Safe outcome.
	Unlike the 2016-17 plan, however, the revised version includes more objective and measurable population indicators by which progress towards outcomes can be better understood, evaluated and influenced. No single agency is accountable for these indicators - accountability is shared between partner organisations and communities themselves.
	This is the first monitoring report against the new corporate plan, and it includes the following new metrics to better inform an analysis of the County Council's own contribution towards the four corporate plan outcomes:
	 Performance measures by which the County Council can measure the contribution and impact of its own services and activities on the four outcomes;
	Risk management information, identifying the current level of risks on the corporate register that relate to our four.

outcomes and the population indicators associated with them.

The Safeguarding Overview and Scrutiny Committee is encouraged to consider the information in this report, scrutinise the evidence and commentaries provided, and decide if it is comfortable with the trends. If appropriate, members may wish to consider and identify a more in-depth review of specific areas, to inform their scrutiny activity.

Impact Assessment:

Equalities Impact Assessment: There are no specific equalities implications in this report. However, the prioritisation of resources in order to challenge inequalities in outcomes for Dorset's people is fundamental to the Corporate Plan.

Use of Evidence: The outcome indicator data in this report is drawn from a number of local and national sources, including the Adult Social Care Outcomes Framework (ASCOF) and the Public Health Outcomes Framework (PHOF). Corporate oversight and ownership of performance management information and processes is a key component of the terms of reference of the corporate Policy, Planning and Performance Group. There is a lead officer for each outcome on this group whose responsibility it is to ensure that data is accurate and timely and supported by relevant commentary.

Budget: The information contained in this report is intended to facilitate evidence driven scrutiny of the interventions that have the greatest impact on outcomes for communities, as well as activity that has less impact. This can help with the identification of cost efficiencies that are based on the least impact on the wellbeing of customers and communities.

Risk: Having considered the risks associated with this report using the County Council's approved risk management methodology, the level of risk has been identified as:

Current: Medium

Residual: Low

However, where "high" risks from the County Council's risk register link to elements of service activity covered by this report, they are clearly identified.

Other Implications: None

Recommendation

That the committee:

 i) Considers the evidence of Dorset's position with regard to the outcome indicators in Appendix 1; and:

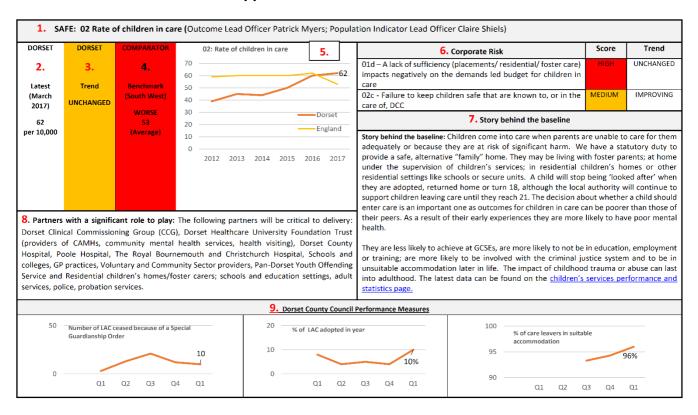
	ii) Identifies any issues requiring more detailed consideration through focused scrutiny activity.
Reason for Recommendation	The 2017-18 Corporate Plan provides an overarching strategic framework for monitoring progress towards good outcomes for Dorset. The Overview and Scrutiny committees provide corporate governance and performance monitoring arrangements so that progress against the corporate plan can be monitored effectively.
Appendices	 Population and Performance October 2017 – Safe Financial benchmarking information: Adult Social Care
Background Papers	Dorset County Council Corporate Plan 2017-18, Cabinet, 28 June 2017 https://www.dorsetforyou.gov.uk/corporate-plan-outcomes-framework
Officer Contact	Name: John Alexander, Senior Assurance Manager Tel: (01305) 225096 Email: j.d.alexander@dorsetcc.gov.uk

1. Corporate Plan 2017-18: Dorset County Council's Outcomes and Performance Framework

- 1.1 In June 2017 the County Council reaffirmed its commitment to a Corporate Plan based on the outcomes that we are seeking for Dorset's people that they are **safe**, **healthy** and **independent**, and that they benefit from a **prosperous** economy. The Safeguarding Overview and Scrutiny Committee has oversight of the **Safe** outcome.
- 1.2 The corporate plan includes a set of "population indicators", selected to measure progress towards the four outcomes. No single agency is accountable for these indicators accountability is shared between partner organisations and communities themselves. For each indicator, it is for councillors, officers and partners to challenge the evidence and commentaries provided, and decide if they are comfortable that the direction of travel is acceptable, and if not, identify and agree what action needs to be taken.
- 1.3 Since June, officers have moved forwards with the next, fundamental step in the development of our performance framework the identification of **service performance measures**, which will measure the County Council's own specific contribution to, and impact upon, corporate outcomes. For example, one of the outcome indicators for the "Safe" outcome is "The number of people who are killed or seriously injured on Dorset's roads". A performance measure for the County Council on this is "The percentage of roads in need of maintenance", since one of the ways we improve road safety is to ensure that roads are kept in good condition.
- 1.4 Where possible, this report also presents **risk management** information in relation to each population indicator, identifying the current level of risks on the corporate register that relate to our four outcomes.
- 1.5 Efforts continue to present an analysis of the **value for money** of County Council services to sit alongside the performance information in this report. The intention is to include this in the reports that are presented to members in January 2018. In the interim, Appendix 3 of this report provides financial benchmarking information for Adult Social Care.
- 1.6 Members are encouraged to consider all of the indicators and associated information that fall within the remit of this committee (i.e. Appendix 1), scrutinise the evidence and commentaries provided, and decide if they are comfortable with the direction of travel. If appropriate, members may wish to consider a more in-depth review of specific areas. The Planning and Scoping document developed last year will facilitate this process, should the decision be made to undertake a more detailed scrutiny exercise.
- 1.7 All of the information for each population indicator is summarised on a single page, and Figure 1, overleaf, provides an example of the new format in this case, the population indicator is "The Rate of Children in Care", which is monitored by this committee. The purpose of its inclusion here is in order to explain to members the various sections of the reports at Appendix 1, in order to aid understanding and interpretation. The various sections are numbered in Figure 1, as follows:
 - 1. The **name** of the population indicator, and the officers responsible for providing the information
 - 2. The **latest Dorset figure** for the indicator
 - 3. The **trend** for the indicator i.e. whether the situation has improved, worsened, or stayed the same
 - 4. A comparison of the situation in Dorset with other areas of the country (i.e. **benchmark** data)
 - 5. A **graph** showing the trend over time

- 6. Any **risks** on the corporate risk register that relate to the indicator, and their current status
- 7. The "story behind the baseline" i.e. a qualitative analysis the causes and forces that have influenced the direction of travel of this indicator over a period of time
- 8. The main **partners** together with whom the County Council needs to work, in order to make a difference to the indicator
- 9. Data for the County Council's own performance measures for services that we provide or commission, that seek to have an impact on the indicator. (Some of these performance measures are still being developed; performance measure data will become more complete over time, and the measures used may change as we continue to review and scrutinise the most effective interventions for improving outcomes.)

Figure 1: Outcome monitoring reports – a key to the information provided in the appendices



3. Next steps

3.1 Outcome delivery strategies

Outcome delivery strategies for each of the County Council's four outcomes will soon be completed. These will establish a clear vision of "what good looks like" and set out the key challenges (gaps) that need to be addressed to improve outcomes, drawing together the contributions that all of the Council's directorates and services make. They will include hyperlinks to the Dorset Outcomes Tracker, which will hold more indepth analysis and data for lower geographical areas, and also hyperlinks to published service plans, where action plans and performance measures will be more extensively developed. They will include a summary of what the Council proposes to do to improve each outcome, within the financial constraints within which we operate. Some of this information will be drawn into future performance reports to this and other committees.







People in Dorset are SAFE





Outcome Sponsor - Sara Tough

Outcomes Focused Monitoring Report - October 2017



The following pages have been provided to summarise the current position against each outcome indicator and performance measure. This will help the council to identify and focus upon potential areas for further scrutiny. All risks are drawn from the <u>Corporate Risk Register</u> and mapped against specific population indicators where relevant. Any further corporate risks that relate to the 'Safe' outcome are also included to provide a full overview. Please note that information relating to outcomes and shared accountability can be found on the <u>Dorset Outcomes Tracker</u>.

Contents	
Population Indicator	Page No
Corporate Risks that feature within Prosperous but are not assigned to a specific Population Indicator	2
Legend and Accountability for Outcomes	2
01: Rate of children subject to a child protection plan	3
02: Rate of children in care	4
03: Rate of hospital admission due to injury (aged 0 to 14 years)	5
04: The rate of children who are persistent absentees from school	6
05: The number of adult safeguarding concerns	7
06: Total crime in Dorset	8 and 9
07: Number of people killed or seriously injured on Dorset's roads	10

Corporate Risks that feature within SAFE but are not assigned to a specific POPUL	ATION IND	DICATOR
(All risks are drawn from the Corporate Risk Register)		
04a – Health and Safety risks associated with occupation of premises	HIGH	IMPROVING
04l – Serious injury or death of staff, contractors and the public	MEDIUM	UNCHANGED
04o – Limited supervision results in an injury to a service user / Dorset Travel driver	MEDIUM	WORSENING
05b – Response to a major event that could impact on the community, the environment and or/ the council	MEDIUM	IMPROVED
04b – Serious injury or death of a Children's Services employee, including assault	LOW	UNCHANGED
04d – Injury or death of a service user, third party or employee	LOW	UNCHANGED
06d – Failure to fulfil our statutory 'Prevent' duty to combat radicalisation	LOW	IMPROVING

		Legend
	HIGH	High level risk in the Corporate Risk Register and outside of the Council's Risk Appetite
Corporate Risks	MEDIUM	Medium level risk in the Corporate Risk Register
	LOW	Low level risk in the Corporate Risk Register
	IMPROVING	Performance trend line has improved since previous data submission
Trend	UNCHANGED	Performance trendline remains unchanged since previous data submission
	WORSENING	Performance trendline is worse than the previous data submission

Accountability for Inc	dicators and Measures
Population Indicator – relates to ALL people in a given population	Performance Measure – relates to people in receipt of a service or intervention
Accountability - Partners and stakeholders working together	Accountability - Service providers (and commissioners)
Determining the ENDS (Or where we want to be)	Delivering the MEANS (Or how we get there)

DORSET	DORSET	COMPARATOR		01: Rate of children subject to a child	trick Myers; Population Indicator Lead Officer Claire Shiels) Corporate Risk
Latest (March	Trend	Benchmark (England)	60	protection plan	02a - Failure to consider the impacts that vulnerable adults have on children and families
2017) 51		WORSE 43.1	50 40		02b - Unsuitable housing results in an increased risk to vulnerable children and adults
per 10,000		(Average)	30 20	— Dorset — England	11c - Inefficient commissioning processes and monitoring of contracts to support delivery of Directorate and Children & Young People Priorities (including partnerships and voluntary & community sector delivery)
	Please refer to the text		10		14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services
	in bold to the right		0	2012 2013 2014 2015 2016 2017	Story behind the baseline
Paç				2022 2020 2021 2010 2017	Story behind the baseline: When there is a continuing risk of harm to a of professionals work together with the family to put a plan in place to and keep the child or young person safe. Although the County Co investigate, assess and provide a plan to support families to keep their

Partners with a significant role to play: Any professional working with a child, young person or family should be able to identify possible signs of abuse and neglect and work together to safeguard children Key professionals in the police, the health service (including GPs and A&E), health visitors, schools and early years settings, adults services (including mental health services and substance use treatment providers), youth services, criminal justice agencies need to share intelligence and work together to safeguard children and young people. Domestic abuse features in over 95% of all child protection plans in Dorset. Also common are poor parental mental health and or parental substance misuse. Whole family support and good multi-agency working are therefore important in reducing the rate of children experiencing significant harm.

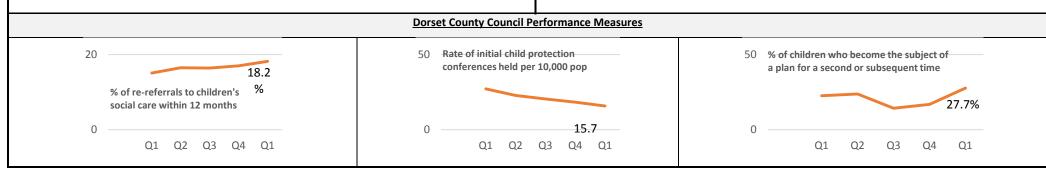
Corporate Risk	Score	Trend
02a - Failure to consider the impacts that vulnerable adults have on children and families	MEDIUM	UNCHANGED
02b - Unsuitable housing results in an increased risk to vulnerable children and adults	MEDIUM	UNCHANGED
11c - Inefficient commissioning processes and monitoring of contracts to support delivery of Directorate and Children & Young People Priorities (including partnerships and voluntary & community sector delivery)	LOW	IMPROVING
14b - Inability to attract and retain suitably qualified specialist safeguarding staff within Children's Services	HIGH	UNCHANGED

Story behind the baseline

Story behind the baseline: When there is a continuing risk of harm to a child or young person, groups of professionals work together with the family to put a plan in place to try to reduce the risk of harm and keep the child or young person safe. Although the County Council has a statutory duty to investigate, assess and provide a plan to support families to keep their children safe from harm, it is not their sole responsibility.

The rate of children subject to a plan in Dorset increased between 2013 and 2017 but is now reducing and was 45.4 per 10,000 at end of June 2017. Plans are most commonly put in to place due to abuse or neglect. The impact of this abuse and neglect can be long lasting and contribute to poor mental health. If the plan to reduce the risk of harm does not work then the child may become looked after by the local authority. The rate of initial child protection conferences has reduced suggesting a slowing down of entry into the child protection system.

The latest data on child protection can be found on the children's services performance and statistics page.



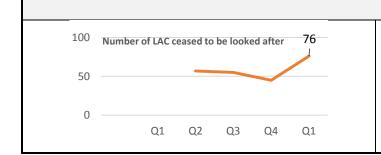
DORSET	DORSET	COMPARATOR	02: Rate of children in care	Corporate
Latest (March 2017) 62 per 10,000	Trend IMPROVING	Benchmark (South West) WORSE 53 (Average)	70 60 50 40 30 Dorset	01d – A lack of sufficiency (placer impacts negatively on the demar care 02c - Failure to keep children safe care of, DCC
	Please refer to the text in bold to the right		England 0 2012 2013 2014 2015 2016 2017	Story behind the baseline: Children adequately or because they are a provide a safe, alternative "family under the supervision of children residential settings like schools or they are adopted, returned home support children leaving care unt

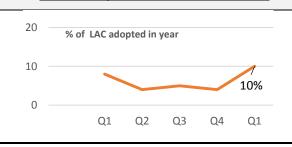
Pathers with a significant role to play: The following partners will be critical to delivery: Dorset Healthcare University Foundation Trust (providers of CAMHs, community mental health services, health visiting), Dorset County Hospital, Poole Healthcare University Foundation Trust (providers of CAMHs, community mental health services, health visiting), Dorset County Hospital, Poole Healthcare University Foundation Hospital, Poole Healthcare University Foundation Hospital, Poole Healthcare University Foundation Trust (providers Voundation Services, Police, Providers Pan-Dorset Youth Offending Service and Residential children's homes/foster carers; schools and education settings, adult services, police, probation services.

Corporate Risk	Score	Trend
01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in	HIGH	UNCHANGED
care		
02c - Failure to keep children safe that are known to, or in the care of, DCC	MEDIUM	IMPROVING
	01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care 02c - Failure to keep children safe that are known to, or in the	01d – A lack of sufficiency (placements/ residential/ foster care) impacts negatively on the demands led budget for children in care 02c - Failure to keep children safe that are known to, or in the

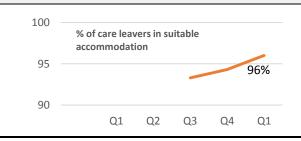
Story behind the baseline

Story behind the baseline: Children come into care when parents are unable to care for them adequately or because they are at risk of significant harm. We have a statutory duty to provide a safe, alternative "family" home. They may be living with foster parents; at home under the supervision of children's services; in residential children's homes or other residential settings like schools or secure units. A child will stop being 'looked after' when they are adopted, returned home or turn 18, although the local authority will continue to support children leaving care until they reach 21. The rate of children in care increased in Dorset between 2012 and 2016, plateauing in 2017 and provisional data for Q1 2017/18 shows a reduction to 60 per 10,000 which is in line with the national rates. The number of children who are no longer looked after is increasing and adoption rates are also increasing. The decision about whether a child should enter care is an important one as outcomes for children in care can be poorer than those of their peers. As a result of their early experiences they are more likely to have poor mental health. They are less likely to achieve at GCSEs, are more likely to not be in education, employment or training; are more likely to be involved with the criminal justice system and to be in unsuitable accommodation later in life. The impact of childhood trauma or abuse can last into adulthood. The latest data can be found on the children's services performance and statistics page.





Dorset County Council Performance Measures



SAFE: 03 Number of children being admitted to hospital due to injury (aged 0 to 14 years) (Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer David Lemon)

DORSET	DORSET	COMPARATOR	10: Rate of hospital admisson due to injury (aged 0 to 14 years)
Latest (2015-16)	Trend IMPROVING	Benchmark (England)	150
115.3		WORSE 104.2 (2015-16)	50-
			■ Benchmark (if available) ■ Dorset 2011 2012 2013 2014 2015 2016
			2011 2012 2019 2014 2015 2010

Partners with a significant role to play: Health and social care, and education services, as well ast polynomial levels.

Dorset County Council Performance Measures

e 78	
1.5	Number of children centre registrations (universal offer of advice)
1	
0.5	
0	
	TO FOLLOW

Corporate Risk	Score	Trend
No associated current corporate risk(s)		

Story behind the baseline

Story behind the baseline: Injuries are a leading cause of hospitalisation and represent a major cause of premature mortality for children and young people.

They are also a source of long-term health issues, including mental health related to experiences. However, some of these cases may only represent admissions for observation due to observed symptoms following an external cause event.

There may be also be differences in admission thresholds between areas, as well as variation between hospitals in the way injury admissions are coded. Additionally, whilst the injury rate has been consistently higher than the England average since around 2012, this may be in part related to the rural nature of the area. For example, Somerset, an arear similar to Dorset, shows a comparable pattern in admissions.

OORSET	DORSET	COMPARATOR	03: Rate of children who are persistent absentees from school	Corporate Risk	Score	Trend
Latest (2016) 11%	NEW INDICATOR INTRODUCED	Benchmark (South West)	10 - 11%	No associated current corporate risk(s)		
	2016 No Trend	SIMILAR 10.7%	5	Story behind the baseling	e	
		(Average)	0 2012 2013 2014 2015 2016 Dorset	Story behind the baseline : In 2016, the definition of pers 2015, persistent absentees were defined as those who had of school sessions. From 2016 this definition has chang overall absence rate of 10%. This means that data for 2	ive an overall absen ed to include those	ce rate of 1 who have
	_		Schools, school governors, parents, alternativ	to exploitation.	onsiderable disadva	intage for
j dren's d	=		ity sector, youth providers, early year's settings the offending service.	Overall absence rates have been declining nationally a	· · · · · · · · · · · · · · · · · · ·	
jdren's (centres, health v	isitors, police, you	-	Overall absence rates have been declining nationally a considerably more common in secondary school school. Although there are numerous reasons for non-at particular concern. These children may have become disil	age pupils than tendance, those tha lusioned by school a	n in prim at truant are and by the t
jdren's (Dors 1.5 Numbe	et County Counc	th offending service. til Performance Measures successfully completed support	Overall absence rates have been declining nationally a considerably more common in secondary school school. Although there are numerous reasons for non-at	age pupils than tendance, those that lusioned by school afficult for parents and established earlies that from families that	n in prim at truant ar and by the t and schools r in the sch t do not va
jdren's () !	Dors 1.5 Numbe	et County Counc	th offending service. til Performance Measures successfully completed support	Overall absence rates have been declining nationally a considerably more common in secondary school school. Although there are numerous reasons for non-at particular concern. These children may have become disil they have reached their mid-teens it becomes more di improve attendance. Patterns of attendance are usually career and those with the worst attendance tend to be education or where parents often missed school themse addressed in the early years it is more likely to have a lattendance in the early years (prior to mandatory reportions).	age pupils than tendance, those that lusioned by school afficult for parents at established earlies from families that lives. If poor school asting impact. Chil	n in prime truant are and by the tend schools of the schools of th
	Dors 1.5 Numbe	et County Counc	th offending service. til Performance Measures successfully completed support	Overall absence rates have been declining nationally a considerably more common in secondary school school. Although there are numerous reasons for non-at particular concern. These children may have become disil they have reached their mid-teens it becomes more di improve attendance. Patterns of attendance are usually career and those with the worst attendance tend to be education or where parents often missed school themse addressed in the early years it is more likely to have a	age pupils than tendance, those that lusioned by school afficult for parents at established earlies from families that lives. If poor school asting impact. Chil	n in prin at truant ar and by the t and school r in the scl t do not val attendand dren with

SAFE: 05 T	he number o	f adult safeguar	ding concerns (Outcome Lead Officer Patrick	Myers; Population Indicator Lead Officer Sally Wernick)
DORSET	DORSET	COMPARATOR	The number of safeguarding concerns	Corporate Risk
Latest (Q1 2017-	Trend	No comparable data provided	1000	03e - Failure to meet primary statutory and legal care due Adult Safeguarding
18) 901	IMPROVING	by lead officer	800 90 2	qualified workforce (internal and external) in key areas o
			400 ———————————————————————————————————	Adult & Community Services Directorate Story behind the baseline
2016-17 3,553			01 02 03 04 01	Story behind the baseline: The longer term (2+ year) trend

Partners with a significant role to play: Local Safeguarding Teams, Children's Social services, Prison service, Youth Offending service, Courts, Probation, Immigration, Community Rayabilitation, Fire and Rescue, Charities, Educational establishments and workplaces, Day tres, Housing, Ambulance service, Care Quality Commission, social workers, mental health staff, Police, primary and secondary health staff, domiciliary staff, residential care staff.

Dorset County Council Performance Measures

100 81.8%	80 % of assessments of new clients completed within 4 weeks						
Proportion of people who use services who say that those services have made them feel safe and secure	60	13%					1 3%
0 — 13-14 14-15 15-16 16-17 17-18		Q	1	Q2	Q3	Q4	Q1

Corporate Risk	Score	Trend
03e - Failure to meet primary statutory and legal care duties -	MEDIUM	UNCHANGE
Adult Safeguarding		D
14c - Recruitment, development and retention of a suitably	MEDIUM	UNCHANGE
qualified workforce (internal and external) in key areas of the		D
Adult & Community Services Directorate		

Story behind the baseline

Story behind the baseline: The longer term (2+ year) trend is an increase in the number of safeguarding concerns however, the numbers dropped from Q4 2016-17 to Q1 2017-18. Generally the trends remain consistent in terms of quarterly patterns.

The vast majority of concerns are managed through the provision of information and advice or require no further action with only 9% leading to a Section 42 enquiry.

SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset (Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Andy Frost) DORSET COMPARATOR **DORSET** Story behind the baseline: TOTAL CRIME - 5,460 crimes for the quarter equating to 12.9 per Dorset 3 Year Trend - Total Crime 1,000 population (national rate for total crime is 28.8 per 1,000 population). **Total Crime** The longer term (3 year) trend is an increase in total crime both in Dorset and nationally. No comparable Although this is in part due to changes in Police recording standards, it is generally data provided Latest Trend understood that crime is, in fact, increasing in certain categories. Partners including Dorset by lead officer (Q1 2017-Police and the local authorities are exploring the increases through their partnership groups 18) WORSENING (including the Dorset Community Safety Partnership) with the aim of putting interventions 5.460 and solutions in place. Story behind the baseline: ANTI SOCIAL BEHAVIOUR - 3,240 incidents in Q1 equating to 7.7 DORSET **DORSET COMPARATOR** Dorset 3 Year Trend - Total Anti Social Behaviour per 1,000 population (national rate is 8.1 per 1,000 population). Total Anti-No comparable data provided Social Following many years of reductions, ASB incidents increased over 2016-17. That trend has Trend **Behaviour** by lead officer continued in the first quarter of 2017-18. The County Council and it's partners through the WORSENING Dorset Community Safety Partnership are exploring issues around the increases and putting **T**Jatest **1** 2017measures in place. These include developing a common policy for dealing with long running (G) 18) neighbour disputes and ensuring the use of Multi-agency Risk Management Meetings (MARMMs) for those victims and perpetrators that do not meet the thresholds for statutory **C3**,240 service intervention. **DORSET DORSET COMPARATOR** Story behind the baseline: DOMESTIC ABUSE INCIDENTS - 584 incidents in Q1 (no national Dorset 3 Year Trend - Domestic Abuse Incidents comparison available). **Domestic** No comparable The longer term trend has been a reduction in the number of domestic abuse incidents data provided Abuse however the number of incidents began to increase in 2016-17 and this trend has continued Trend by lead officer Incidents in the first quarter of 2017-18. Although an increase in the number of incidents could be WORSENING Latest seen as positive, due to known under-reporting of domestic abuse, the County Council and (Q1 2017its partners are undertaking work to understand the nature of the increases and reasons for

Partners with a significant role to play: The County Council is one of a number of organisations with a statutory responsibility to work in partnership to tackle crime in their area. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. A number of other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work on a wider scale at a pan-Dorset level.

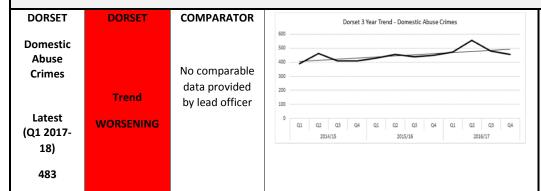
it. The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group and has recently agreed to co-ordinate

a pan-Dorset Domestic Abuse Operational Group.

18)

584

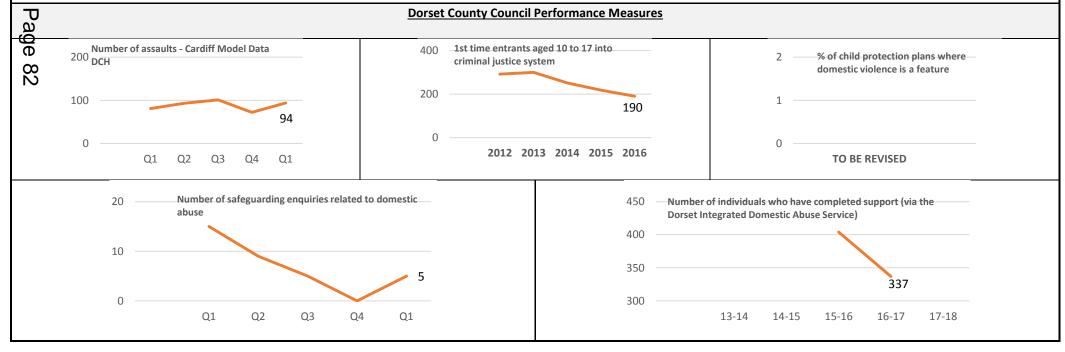
SAFE: 06 Rates of crime, antisocial behaviour and domestic abuse in Dorset (Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Andy Frost) (CONT'D)



Story behind the baseline: DOMESTIC ABUSE CRIMES – 483 crimes in Q1 (no national comparison available).

The longer term trend is an increase in the number of domestic abuse crimes. Although an increase could be seen as positive due to known under-reporting of domestic abuse, the County Council and its partners are undertaking work to understand the nature of the increases and reasons for it. The County Council delivers against domestic abuse issues through the pan-Dorset Domestic Abuse and Sexual Violence Strategic Group and has recently agreed to co-ordinate a pan-Dorset Domestic Abuse Operational Group.

Partners with a significant role to play: The County Council is one of a number of organisations with a statutory responsibility to work in partnership to tackle crime. Those partners include: Dorset Police, the Dorset district and borough councils, Dorset Clinical Commissioning Group, Dorset & Wiltshire Fire Authority, The National Probation Service and The Dorset, Devon and Cornwall Community Rehabilitation Company. A number of other partners including the Youth Offending Service, Public Health Dorset and Dorset Fire & Rescue Service also contribute to this work.



SAFE: 07 Number of people killed or seriously injured on Dorset roads (Outcome Lead Officer Patrick Myers; Population Indicator Lead Officer Michael Potter)

	, , , , , , , , , , , , , , , , , , ,	-	
DORSET	DORSET	COMPARATOR	All KSI Casualties Target - 40% reduction
Latest (QTR 2 2016)	Trend IMPROVING	No comparable data provided by lead officer)	against the 2005-09 average by 2020 300 250 Serious Fatal
245			200 - 243 - 257 - 205187203199223 234 - 163 - 50 - 29 10 15 16 23 16 23 11 - 2005/9 2012 2015 2018

Partners with a significant role to play: Highways, Transport Planning, Trading Standards, Health Wellbeing, Children Services, Dorset Police, Dorset & Wiltshire Fire & Rescue, South West bulance Service, charities, media, local communities, and (perhaps most importantly) the road users themselves.

Dorset County Council Performance Measures

% road saftey schemes achieving scheme objectives (post project...

UNDER DEVELOPMENT



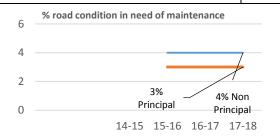
Corporate Risk Score Trend

09b - Inability to maintain the highways infrastructure to an acceptable standard in the face of changing circumstances (e.g. budget reductions; climate change)

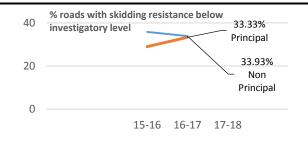
Story behind the baseline

Story behind the baseline: The number of people killed or seriously injured in 2016 was 245, during 2015 there was a total of 280. The figure for 2016 is lower than the 2005-09 baseline figure of 271.In 2016 there were 11 fatalities and 234 serious injuries, this compares to 23 fatalities and 257 serious casualties in 2015. Despite a reduction during 2016, the number of people killed or seriously injured on Dorset's roads is still higher than in previous years. This replicates the longer term regional and national trend. It is important to consider the wide variety of factors that influence the number of road traffic casualties, many being outside the direct control of the County Council. Responsibility for improving road safety is shared with key partners including Dorset Police, Dorset & Wiltshire Fire & Rescue and the South West Ambulance Service as well as individual road users.

During 2017-18 we will continue to analyse collision data to identify locations or routes that we as the highway authority could improve in order to reduce the likelihood of a road traffic casualty. During 2016 all road user groups apart from older (65yrs+) car drivers had fewer casualties than in 2015. The number of cyclists killed or seriously injured despite being lower in 2016 compared to 2015 remained higher than the 2005/9 baseline. Casualty data is provided to us monthly by Dorset Police. A more detailed overview of road traffic casualty figures can be found at dorsetforyou.gov.uk/road-safety/engineering-statistics.







Adult Social Care Finance Return 2015/16

Benchmarking

Business Intelligence & Performance Team

ASC Context

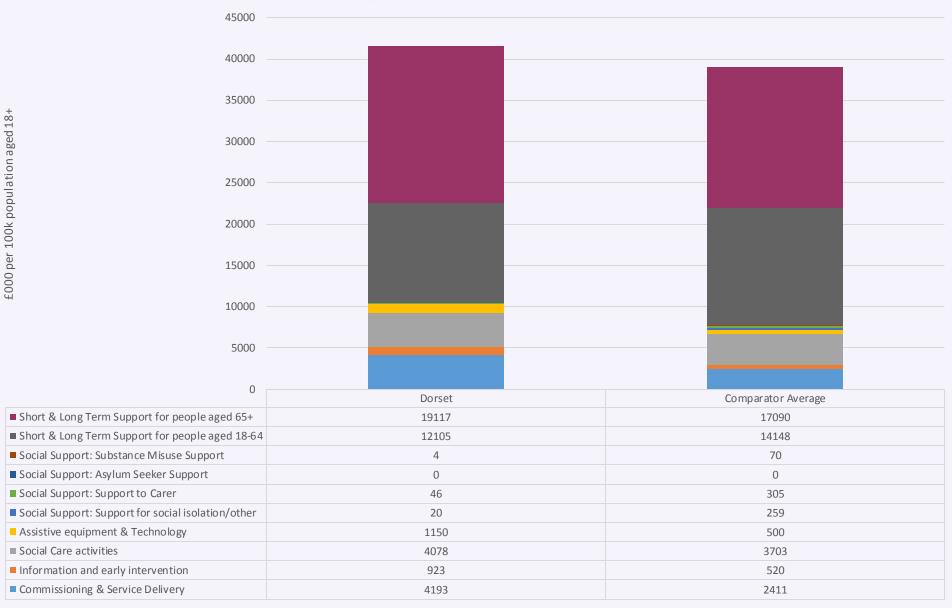
- In 2015/16*, Dorset ASC's expenditure was 7% higher than its comparator average, per size of population aged 18+. (Slide 3)
- The difference was partly explained by Dorset's comparatively high expenditure on commissioning/back office functions**. (Slide 3)
- Dorset's expenditure on direct service provision for older people was also apparently high. However, this is largely due to the unusually high percentage of older people in Dorset's population.
- When the county's unusual age profile is taken into account, direct expenditure was <u>low</u> for both those aged 18-64 and those aged 65+. (Slide 4)
- Comparing expenditure for long term support by support setting Dorset has lower expenditure than its comparator average on home care and nursing per size of population but higher expenditure on residential (Slide 5)

Source: ASC-FR 2015/16

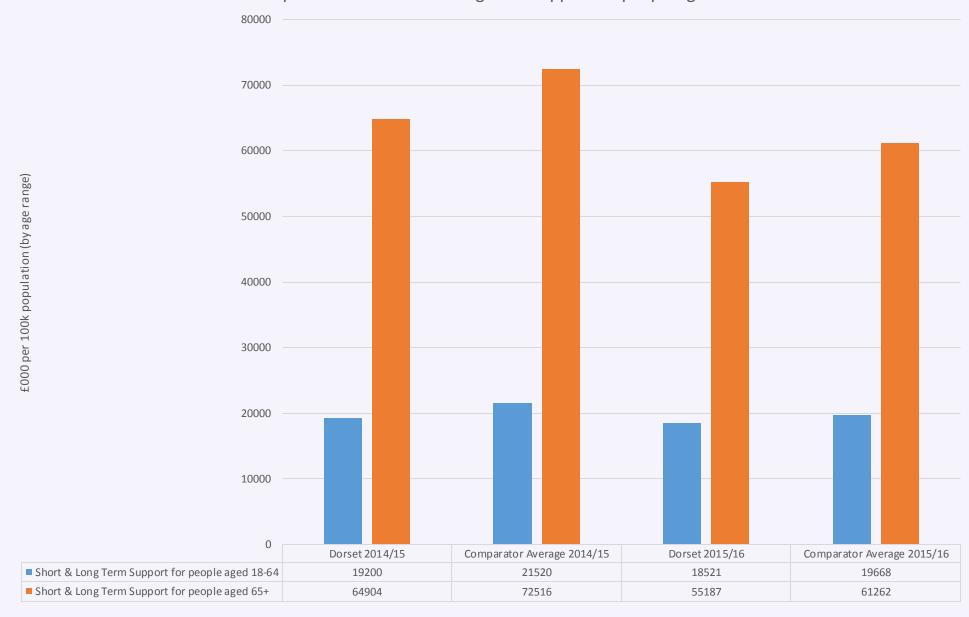
^{*} Note 1: the comparator data are not yet available for 2016/17

^{**} Note 2: Because of councils' different structures (and joint arrangements including shared services), data relating to back office costs are not directly comparable; further work would be needed to draw reliable conclusions about this issue. For Dorset CC, a specific issue since 2015/16 is that strategic support is provided to Tricuro.

Gross Total Expenditure on Adult Social Care 2015/16



ASC Gross Total Expenditure on Short & Long Term Support for people aged 18-64 and 65+



ASC Total Gross Expenditure on Long Term Support by Support Setting (aged 18+)



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Safeguarding Overview & Scrutiny Committee Work Programme

Chairman: Pauline Batstone Vice Chairman: Katharine Garcia





Specific issues previously discussed by the Panel for potential further review:

- Items relating to Children:-
- Child Protection
- Child Sexual Exploitation and missing children
- SEN Improvement Plan
- Elective Home Education and attendance (January 2018)

Items relating to Adults:-

- Neglect
- Deprivation of liberty
- · Making safeguarding personal
- Rogue Trading

Work in Progress

- Domestic Abuse Agenda item 05/10/16, update 19/01/17 and 15/03/17
- EHCP's agenda item 05/10/16, update 19/01/17, update 12/10/17

Schedule a Post Scrutiny Review covering an 'Assessment of outcomes following changes to Youth Service provision'

- This is to proactively understand and consider the resultant impacts 12 months after the councils' decision to change the way in which youth service provision is delivered – (post decision scrutiny). (May 2018)

For all items listed to the left members are asked to:

- Complete the prioritisation methodology
- Identify lead Member(s) and lead Officer(s)
- Provide a brief rationale for the scrutiny review
- Indicate draft timescales
- Assign the item to a meeting in the work programme





All items that have been agreed for coverage by the Committee have been scheduled in the Forward Plan accordingly.

	Date of Meeting	Item/Purpose	Key Lines of Enquiry (KLOE)	Lead Member/Officer	Reference to Corporate Plan	Target End Date
T	18 January 2018 (10.00am)	Outcomes from the Inquiry Day on Domestic Abuse Elective Home Education and Attendance Scoping Report Outcomes Focussed Monitoring Report		Sally Wernick/Claire Shiels Jay Mercer John Alexander		
Page 94	13 March 2018 (10.00am)	Outcomes Focussed Monitoring Report		John Alexander		
	5 July 2018 (10.00am)	Outcomes Focussed Monitoring Report		John Alexander		
	11 October 2018 (10.00am)	Outcomes Focussed Monitoring Report		John Alexander		

Sara Tough

Corporate Director for Children's, Adults and Community Services (Lead Officer for the Safeguarding Overview and Scrutiny Committee)



Date: 12 October 2017

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